

Report On
Recruitment and Selection Process of IFBL:
Challenges, Insights, and Recommendations

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

BRAC Business School
BRAC University
11 September 2025

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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:

Fariha Tasnim Khan
22264027

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BRAC University

Letter of Transmittal

11 September, 2025

M. Nazmul Islam Ph.D.

Assistant Professor,

BRAC Business School

BRAC University

Merul Badda, Dhaka

Subject: Submission of Internship Report

Dear Sir,

I am pleased to inform you that I have prepared a report titled '*Recruitment and Selection Process of IFBL: Challenges, Insights, and Recommendations*' based on my successful completion of an internship at United Group. During this period, I had the opportunity to work in the Group HR Department under the supervision of the Honorable Deputy Manager, HR.

I sincerely believe that the report will meet the required standards, and I respectfully submit it for your kind consideration and acceptance.

Sincerely,

Fariha Tasnim Khan

22264027

BRAC Business School

BRAC University

Date: 11 September 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Indulge Food & Beverages Ltd. (IFBL), a sister concern of United Group and the undersigned student at BRAC University.

Fariha Tasnim Khan

ID: 22264027

Acknowledgement

First and foremost, I would like to express my deepest gratitude to my parents for their endless support and guidance throughout my life.

I am sincerely grateful to my honorable academic supervisor, **M. Nazmul Islam, Ph.D.**, for providing me with the opportunity and valuable guidance to complete my internship report. His continuous support and encouragement have been truly inspiring.

I would also like to extend my heartfelt thanks to my workplace supervisor, **Md. Kamrul Hasan**, for his kind guidance, constant support, and trust in my abilities throughout the internship journey. His encouragement greatly enhanced my learning experience.

Finally, I am profoundly thankful to the Almighty for His countless blessings, without which none of this would have been possible.

Executive Summary

This internship report has been prepared based on my five-month internship program at **Indulge Food and Beverages Ltd. (IFBL)**, a sister concern of **United Group**, with a particular emphasis on its recruitment and selection process. The report reflects the practical exposure I gained in the Human Resources Department, along with the challenges I encountered during this period.

As a rapidly expanding business, IFBL experiences a number of difficulties in managing its recruiting and selection processes, such as applicant sourcing, screening, evaluation, and onboarding. The paper documents and analyzes these problems in order to better understand their fundamental causes and overall influence on organizational efficiency.

The report also includes my observations, ideas, and recommendations for tackling the highlighted difficulties. The proposed solutions center on improving recruitment procedures, increasing process efficiency, and assuring a better fit of organizational needs and candidate capabilities.

Overall, this report presents an in-depth look of IFBL's recruitment and selection methods, emphasizing both its strengths and places for growth. It tries to make positive recommendations that will help the organization establish a more effective and efficient human resource management process.

Key Words: IFBL, Manpower, Selection, Joining, Turnover rate, Operations

Glossary: IFBL – Indulge Food & Beverages Limited.

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Recruitment and Selection Process of IFBL: Challenges, Insights, and Recommendations

Indulge Food
& Beverage Ltd.



**UNITED
GROUP**

Chapter 1

Overview of Internship

1.1 Information of the Intern

Name	Fariha Tasnim Khan
Student ID	22264027
Program	Masters of Business Administration
Major	Human Resources Management

1.2 Internship Information

Duration	5 months (1 February- 30 June)
Company Name	Indulge Food & Beverages Ltd., United Group
Department	Group HR
Address	Gulshan Center Point, GCP (Level 8), House 23-26, Road 90, Gulshan 2, Dhaka 1212

1.3 Internship Company Supervisor's Information Name and Position

Name	Md. Kamrul Hasan
Designation	Deputy Manager, Unimart & IFBL, United Group

1.2.2 Job Scope - Job Description/ Duties/ Responsibilities

Giving the Group HR Director and other HR professionals functional help with their daily HR tasks and responsibilities is the main duty of a Group HR Intern. I performed the following duties as an intern at IFBL, United Group:

- Assist the organization's daily HR operations by providing operational support.
- When necessary, post job opening notices on social media, news websites, and employment portals.
- Examine resumes and application forms from prospective employees to identify qualified applicants for open positions.
- Arrange and plan the interviews with the individuals who made the short list.
- Create top sheets, recruitment approval forms, portfolio analyses, and written and Excel test questionnaires for junior-level roles.
- Prepare offer letters and send them to candidates via email.
Create documents and slides in Word, Excel, and PowerPoint.
- When required, proofread HR documents under close supervision.
Conduct part in developing up training sessions and meetings.
- Prepare and deliver probation evaluation forms to respective supervisors and give confirmation and probation extension letters as necessary.

- Prepare file and necessary paper works related to new hires.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

I successfully completed a five-month internship at IFBL, a United Group concern, where I worked in the Group HR division and made a substantial contribution to the company. Managing the hiring process for management-level employees, such as executives and heads of departments, was my main duty. This required gathering resumes from multiple sources, creating offer and employment letters, and preparing recruitment approval paperwork. My work made sure that these procedures were finished on time, frequently by meeting strict deadlines. In order to prepare the aforementioned documents accurately, I had to maintain a close focus and close attention to detail throughout the filing and documentation process. I did everything I could to make sure the paperwork was ready and finished on schedule. I was also in charge of setting up several training courses and orientation program at Chef's Table locations and the head-office office. This required setting up sessions, collaborating with trainers and department leaders, and setting up all required logistics. All things considered, my contribution was crucial to the effective completion of the hiring and training procedures.

1.4 Benefits of the Internship Program

Through the internship program, I was introduced to a variety of HR departmental duties that are actually carried out in the corporate world, and I learned a lot of new things, including:

- ✓ **Time Management:** During my internship at IFBL, United Group, I was often tasked with multiple responsibilities by my supervisor and other mentors. Managing these overlapping assignments was initially challenging, but it taught me to prioritize effectively. By organizing tasks based on urgency and importance, I successfully completed all my work within the given deadlines.
- ✓ **Communication Skills:** As an extrovert, I did not find it difficult to initiate conversations. Also, my responsibilities required constant communication with candidates, executives, managers, and directors. Additionally, I represented the HR department at a job fair, where I interacted with numerous participants, providing information about vacant positions. These experiences greatly enhanced my communication skills and boosted my confidence in professional interactions.
- ✓ **Network Building:** I was responsible for posting job openings on sites such as BDjobs.com, LinkedIn, and Facebook as part of the hiring process for management-level staff. I made valuable connections with professionals from a variety of industries through these duties, which may help me in future careers.
- ✓ **Enhanced Confidence:** I had little real-world experience when I began the internship and I only had bookish knowledge on HR related issues. However, I was able to recognize my strengths and shortcomings at IFBL after being exposed to real-world HR tasks. I gained enough confidence to apply for future positions and take on new tasks at the program's end.

1.5 Difficulties Faced During the Internship

- **Too much work load:** At IFBL, the workload was immense due to the continuous cycle of interviews and onboarding processes. Each interview board typically involved screening 70-80 candidates, which required extensive coordination. Afterward, I had to contact all the shortlisted candidates, manage their joining process, and handle tasks such as preparing ID cards, bank cards, and appointment letters. The tight timelines and high volume of work left little room for rest, but it provided me with invaluable experience in managing multiple tasks under pressure and ensuring the smooth execution of HR operations.
- **Lack of Manpower:** As IFBL had only recently started its operations, the HR department faced a significant shortage of manpower. This created a heavy workload for me, as I had to take on multiple responsibilities simultaneously. While this was a stressful experience, it also taught me resilience and the ability to work effectively under pressure, further enhancing my time management and problem-solving skills.
- **Low Remuneration:** The remuneration offered during the internship was not commensurate with the responsibilities I handled. While lunch was subsidized but the per day salary was 400 Taka BDT only. Also, there were no additional benefits such as a pick-and-drop service for interns. Furthermore, despite working late 3 to 4 days a week to meet deadlines, no overtime compensation was provided. This often left me feeling demotivated, despite my dedication to delivering quality work.
- **Long Work Hours:** Although the internship contract stated a 48-hour work week, I frequently worked beyond the official hours, often staying until 8 p.m. on regular workdays. This left me with insufficient time to rest, making it difficult to maintain focus and productivity the

following day. Balancing these extended hours with the demanding workload was a significant challenge.

1.6 Recommendations on Future Internship

Here are my recommendations to improve the internship program for future interns:

- **Limit Intern Responsibilities:** As the interns are frequently lack the requisite experience and knowledge, interns should not be left in charge of handling the entire hiring and selection process. The organization should instead choose a senior employee to supervise and do this function, allowing up interns to help and learn without feeling overburdened.
- **Give proper support and value:** Interns, as newcomers to the corporate environment, should be welcomed warmly and supported by their colleagues. A positive and inclusive atmosphere can significantly enhance their learning experience. However, if coworkers behave rudely or overload interns with excessive work, it can lead to unnecessary stress and confusion, ultimately affecting their productivity and morale. It's essential to foster a culture of respect and mentorship to help interns adapt and thrive in their roles.

Chapter 2

Organization Overview

2.1 Introduction

This chapter provides a comprehensive overview of United Group, detailing its vision, mission, management practices, leadership style, recruitment and selection process, compensation system, training and development initiatives, and performance evaluation system. Additionally, it includes insights into the other concerns of United Group, excluding IFBL, along with an industry and competitor analysis. Based on this evaluation, recommendations have been provided to further enhance the organization's operations.

2.2 Overview of the Company

United Enterprises & Company Limited

One of Bangladesh's most well-known wide-ranging conglomerates is United Group, officially referred to as United Enterprises & Company Limited (UECL). Hasan Mahmood Raja and four founding partners founded the organization in 1978 with the goal of advancing the country's economy by pursuing a variety of business operations. United Group has developed over the last forty years into a comprehensive corporate entity with major operations in a variety of industries, including manufacturing, real estate, healthcare, education, and power generation.

Key Sectors and Contributions

- **Power Generation:** One of United Group's main companies, United Power Generation & Distribution Co. Ltd. (UPGDCL), specializes in supplying continuous electricity to a range of enterprises, especially those located in Export Processing Zones (EPZs). By providing dependable power solutions and lowering dependency on national grids, the firm contributes significantly to sustainable industrial growth. Also, United Group plays a major role to the government to supply power to the country.
- **Healthcare:** One of the most well-known private healthcare facilities in Bangladesh is United Hospital Ltd., which is situated in Dhaka. With cutting-edge medical technology and highly qualified staff, the hospital provides a broad range of medical treatments, from specialized procedures to outpatient care and diagnostics. It is known for its patient-centered methods and high-quality medical services.
- **Education:** United Group has made large investments in the education sector because it understands how important education is. In addition to other establishments that prioritise top-notch academic programs and research projects, the group owns and runs United International University (UIU), one of Bangladesh's top private universities. These initiatives support the growth of qualified experts across a range of disciplines. Additionally, there is a school called United College of Nursing Academy and Sir John Wilson.
- **Real Estate and Urban Development:** Among the group's real estate endeavors are enormous metropolitan developments like Meghbon Condominium and United City. These complexes are renowned for their eco-friendly designs, state-of-the-art infrastructure, and emphasis on giving inhabitants a high standard of living. By satisfying the increasing

demand for residential and commercial space, United Group plays a significant role in forming Bangladesh's urban landscape.

- **Manufacturing:** Comilla Spinning Mills Ltd. and United Lube Oil Ltd. are two companies in the United Group's manufacturing portfolio that support Bangladesh's industrial foundation. These facilities are built to satisfy the needs of the domestic and global markets while upholding strict manufacturing standards.
- **Shipping and Logistics:** Through businesses like United Tank Terminal Ltd. and United Shipping & Logistics Services Ltd., the group also works in the shipping and logistics industry. These businesses oversee procedures pertaining to storage facilities and commodities transportation, enabling the smooth flow of resources that are vital to the economy.

Economic Contribution and Workforce

United Group's economic importance in Bangladesh is highlighted by its estimated 2024 valuation of BDT 300 billion (USD 3.53 billion). The organization, which employs more than 10,000 people, has improved communities by actively participating in CSR programs and generating employment possibilities.

Commitment to Sustainability and Innovation

The United Group is dedicated to implementing sustainable practices in all aspect of its business operations. The business always seeks to reduce its environmental impact, whether through eco-friendly designs in real estate projects or green energy solutions in

power generation. It also places a strong emphasis on innovation to make sure that its goods and services continue to be competitive in both domestic and international markets.

United Group's transformation from a tiny business to a significant multinational is indicative of its steadfast dedication to social responsibility, innovation, and quality. It has established itself as a pillar of Bangladesh's economic expansion and a significant force in determining the course of the country thanks to its varied portfolio and wise investments.

Chef's Table (IFBL) and Unimart

With two primary divisions, the retail sector and Food & Beverages, Unimart Ltd. is a prominent corporation in the retailing and service sectors. Since its founding, the two divisions have always maintained excellence in their respective industries. In 2013, the United Group, which runs a number of companies, established Unimart as a 40,000-square-foot, single-story superstore. It was the first retail establishment to provide store-in-store counters in addition to a variety of everyday, non-food, and grocery items.

Following Unimart's success, Indulge Food & Beverages Ltd., also known as Chef's Table, was established in the center of Dhaka City in 2018 as the city's culinary scene was quickly changing. United Group capitalized on the growing trend of eating out as a popular form of leisure and social activity by introducing a great concept through Unimart Ltd. that catered to a wide spectrum of hangout and enjoy foods. Indulge Food & Beverages Ltd. has parted its way from Unimart and started its operation and business separately from 2023.

2.2.1 Tagline of United Group

Uniting Dreams for a Brighter Tomorrow.

2.2.2 Vision of United Group

Build on a legacy of trust to reach new heights of excellence through responsible business and unwavering commitment.

2.2.3. Mission of United Group

To weave excellence with every strand of our work. We shall continue fostering harmony and trust with our partners, customers and communities, creating positive footprints in the fields we operate.

The goal is to ensure that we are the best in class in all our endeavors.

2.2.4 Values of United Group

- ✓ Trust
- ✓ Integrity
- ✓ Responsibility
- ✓ Creativity

2.3 Management Practices

The tactics, procedures, and methods managers employ to raise the effectiveness and effectiveness of company operations are referred to as management practices. Strong management principles must be learned and put into practice by managers if they hope to establish and sustain an effective managing career. These procedures are essential for the leaders of the company as well as for assuring effective teamwork and efficiency among all employees.

2.3.1 Recruitment and Selection Process of IFBL

To make sure that the company attracts in, selects and integrates the best talent, IFBL has a methodical and well-organized hiring and onboarding procedure. Every stage of the procedure, from posting a job opening to completing the necessary paperwork and onboarding new hires, is included. The main stages involved are explained in detail below:

1. Job Advertisement on Social Media Platforms

- **Posting Job Announcements:** The process begins by creating a clear and concise job advertisement outlining the role, responsibilities, required qualifications, and application process. The job post is uploaded on professional networks such as LinkedIn and social media platforms like Facebook and also in Whassaap stories.
- **Engaging Visuals:** Eye-catching visuals or advertisement posters are often added in the Linked in and Facebook page to grab attention and encourage candidates to apply.
- **Target Audience:** The job posts are strategically shared with relevant groups and communities to reach potential candidates efficiently. Normally, my concern was to hire Commis 3, Commis 2, Commis 1, Team Member and Team Leader positions for chef's table's smooth operation process.

2. CV Sourcing

- **Application Collection:** Resumes are collected through job portals, email, and direct messages on social media platforms. Also, candidates used to drop their CVs direct to our outlets of chef's table as per their preferred location.
- **Database Organization:** All received CVs are organized into a database or folder, categorized by job titles and qualifications for easier access during the shortlisting process.

- **Initial Screening:** HR reviews the CVs to shortlist candidates who meet the basic qualifications and job requirements.

3. Candidate Communication for Interview

- **Contacting Candidates:** Shortlisted candidates are contacted via phone or email. They are informed about the interview schedule, venue, and any required documents they need to bring.
- **Interview Confirmation:** HR confirms attendance with each candidate and ensures they understand the details of the process.

4. Booking the Interview Room

- **Reserving Space:** All Chef's Table has a meeting room named "Private Dining Room" or "PDR Room". This meeting room is booked in advance, ensuring availability during the scheduled interview sessions.
- **Preparation:** The room is set up with necessary equipment, such as papers and pens etc, to facilitate a smooth interview process.

5. Conducting the Interviews

- **Interview Panel:** A panel of interviewers is formed, usually including representatives from HR and relevant departments. Usually, we made sure that one person from Chef's Table operation must seat in the interview board.
- **Evaluation:** Candidates are assessed based on their qualifications, skills, and fit for the role. Assessment criteria may include technical questions, problem-solving tasks, or situational judgments.

- **Feedback:** The panel members provide their feedback on each candidate after the interview.

6. Employee Selection

- **Final Decision:** Based on the interview performance and panel feedback, the most suitable candidates are selected.
- **Offer Letter Issuance:** Selected candidates are contacted with an official offer letter, detailing the terms of employment, salary, and joining date.
- **Trial Period:** To some employees, we conduct a trial period for 3-7 days to judge their work. Usually, those who applied for the Chef positions (Commis 1,2,3) are given this trial period to review their food preparation and knowledge. And after that, if the candidate suits for the job and operational managers says he is suitable, we will hire him.

7. Written Joining Process

- **Joining Formalities with Document Collection:** After selecting the employees, we texted to their whatsapp/email for confirmation and send them a checklist of required documents. Then the employees need to fill up a joining form and submit all the documents needed .
- **Formal Acceptance:** Selected candidates are required to submit a signed copy of the offer letter, indicating their acceptance of the role.
- **Joining Date Confirmation:** The joining date is reconfirmed with the selected candidates.

8. Document Collection

- **Required Documents:** Candidates are asked to submit all necessary documents, including academic certificates, national identification, experience letters, and photographs.

- **Verification:** HR verifies the authenticity of the submitted documents before proceeding further.

9. Documentation and Record Keeping

- **Excel Sheet Management:** All details of the new employees, such as name, contact information, job title, joining date, and other relevant data, are documented in an Excel sheet for record-keeping and future reference.
- **Employee Files:** A separate file is created for each employee containing all their documents and credentials.

10. ID Card and Bank Account Creation

- **ID Card Processing:** HR ensures that ID cards are prepared for new employees. This involves coordinating with the design team and printing services.
- **Bank Account Opening:** For payroll purposes, HR facilitates the opening of bank accounts for employees who do not already have one with the designated bank.

2.3.2 The Compensation System

Salary: At IFBL Group, salary details are kept completely private and are only discussed between management and employees. Any questions regarding salary must be sent to the general manager of human resources via the employee's line manager. The value given to each position is used to calculate salaries, considering elements like job grade, experience, and qualifications. Continuous growth is possible because there is no set ceiling for any grade and the annual wage rise is determined as a proportion of total compensation.

The salary guidelines are reviewed and approved by the Board of Directors on a regular basis. The base income, housing allowance, medical allowance, transportation allowance, and other special benefits are all included in the monthly salary, which is paid in arrears.

Festival Bonus: Employees at IFBL Group are entitled to two festival bonuses annually, each equivalent to one month's base salary. These bonuses are disbursed during Eid-ul-Fitr and Eid-ul-Azha. Eligibility for the full bonus requires six months of continuous service between the employee's joining date and the festival. The HR department determines the eligibility period based on an estimated government calendar. Employees with less than six months of service or who have not completed at least three months of confirmed employment are eligible for 50% of their base pay as a bonus. Bonuses are disbursed at least 15 days prior to the anticipated festival date.

Provident Fund: Employees of IFBL Group are eligible to participate in the organization's provident fund, contributing 7.5% of their monthly basic salary after completing one year in the company. The company matches this contribution in full based on the accumulated amount. The fund operates under the terms outlined in a trust deed and is managed by a Board of Trustees.

Over Time Payment: Non-management employees, whether permanent or contractual, are eligible for overtime compensation at a standard rate. The payment is determined by the number of extra hours worked. Overtime is applicable for employees if only they work for 12 hours and must be approved by the supervisor on the daily OT sheet. While the overtime calculation method may be updated periodically, employees are always informed of the current procedures.

Quarterly Incentive: Chef's Table provides quarterly incentives to employees based on the sales performance of its outlets. Sales are tracked monthly, and the total profit over four months determines the incentive amount. The company's own outlets contributing to this program include Indulge, Greens and Seeds, So Juicy, Crisp, 66, Alfredough, Utshob, and Kebab and Curries.

Salary Review: Salary reviews are conducted annually, with raises granted based on a percentage that accounts for the cost-of-living adjustment and general increments for all employees, excluding underperformers. The adjustment is influenced by the officially reported government inflation rate and additional considerations, typically ranging from 3% to 4%, subject to the Managing Director's discretion. The salary increase takes effect in January each year. The HR team proposes the increment rate, which is then approved by the Managing Director.

2.3.3 Performance Appraisal System

The performance appraisal method at United Group including IFBL follows a structured, annual evaluation process that incorporates defined criteria, a detailed scoring system, and qualitative feedback. It evaluates employees on core competencies, job performance, and developmental potential. Below is a detailed overview of the appraisal method:

Employee name	Department
Job title	Manager name
Review date	Review period

Competency rating	Rating: (Scale-1-5) Poor (1); Need Improvement (2); Average (3) Good (4); Excellent (5);
	Job knowledge
	Notes:
	Quality of work
	Notes:
	Communication skills
	Notes:
	Teamwork & collaboration
	Notes:
	Problem-solving abilities
	Notes:
	Initiative
	Notes:
	Dependability
	Notes:
Integrity	
Notes:	

Overall employee performance	Far Below Expectations (1), Below Expectations (2) Meets Expectations (3) Exceeds Expectations (4) Exceptional (5)
Employee achieves the objectives of the job	
Notes:	
Employee fulfills all the requirements of the job	
Notes:	

Employee potential	Limited Potential	Developing Potential	Solid Potential	High Potential
How would you qualify the employee's potential?	☐	☐	☐	☐

Overall rating (1-5 scale) (1 - lowest level, 5 - highest level)

Core Competency	30	Total: 34
Performance	4	

- **Communication Skills:** Assesses the ability to convey information effectively, listen actively, and interact positively.

Ratings vary from "Poor (1)" (struggles with basic communication) to "Excellent (5)" (articulate and tactful in complex situations).

- **Teamwork and Collaboration:** Focuses on interpersonal skills, contribution to group goals, and building relationships.

A "Poor (1)" rating indicates conflict or resistance to teamwork, while "Excellent (5)" denotes exceptional collaboration and motivation of others.

- **Problem-Solving Abilities:**

Reviews an individual's approach to identifying issues, analyzing situations, and implementing solutions.

"Excellent (5)" problem-solvers handle complex challenges independently and innovatively.

- **Initiative:** Measures proactiveness and willingness to take on responsibilities beyond the basic requirements.

An "Excellent (5)" rating reflects consistent action without prompting and leadership in driving improvements.

- **Dependability:** Assesses reliability, consistency, and responsibility in fulfilling commitments.

"Excellent (5)" dependability means surpassing expectations and setting an example for reliability.

- **Integrity:** Focuses on honesty, ethical behavior, and adherence to values.

"Excellent (5)" integrity reflects role-model behavior in ethical standards.

2. Overall Performance

Employees are rated on their ability to:

- **Achieve Objectives:** Focused on results and target completion.
- **Fulfill Job Requirements:** Adherence to processes, policies, and standards.

Rating Scale for Objectives and Job Fulfillment: 1 (Far Below Expectations) to 5 (Exceptional),
Defined examples of various roles are also given to the employees to ensure clarity regarding rating.

Employee Potential

Potential is categorized to identify employee's readiness for growth. It is evaluated using a 4-point scale:

Limited, Developing, Solid, and High.

It is evaluated based on performance, adaptability, leadership, ambition, Critical Thinking, Problem-Solving and interpersonal skills.

Scoring and Final Assessment

A combined score is calculated based on:

- Competencies
- Achievement of job objectives
- Fulfillment of job requirements

Performance Grading:

- Excellent (45-50)
- Good (40-44)
- Average (35-39)
- Needs Improvement (25-34)
- Poor (Below 25)

Qualitative Feedback

- Areas of Excellence: Highlights specific strengths or exceptional performance.
- Points of Improvement: Identifies areas requiring attention or development.
- Overall Comments: Provides a general summary of performance and areas for growth.

Final Actions

The appraisal results influence decisions on:

- Increment eligibility.
- Promotion suitability.
- Overall employee development planning.

After the line manager completes the evaluation forms, they are signed by both the employee and the manager. The forms are then submitted to the HR department for a thorough review to ensure accuracy and adherence to organizational standards. Final decisions on increments, promotions, and development plans are made by the management team based on the reviewed evaluations.

The structured approach ensures transparency, fairness, and a focus on both quantitative and qualitative aspects of performance. This method helps in identifying high performers, fostering development, and aligning employee contributions with organizational goals.

2.3.4 Challenges in The Recruitment Process

One of human resources' most important tasks is the recruitment process, which finds and hires the best candidates to achieve company objectives. However, this technique' effectiveness and efficiency are hampered by a number of issues. Some of the main challenges addressed during the hiring process are highlighted below:

1. Insufficient Applicable and Suitable CVs

The lack of qualified applicants for open positions is one of the main issues. Even when job openings are posted on several platforms, a significant number of resumes that are received frequently lack the necessary experience or training. This difference slows down the hiring process and affects corporate operations by increasing the time and effort required to find suitable individuals.

2. Limited Salary Range

The small range of salaries offered for different roles is a significant barrier to attracting and keeping expertise. Uncompetitive compensation packages cause many prospective applicants to turn down offers. Since pay structures are frequently set by company expenditures and rules, HR professionals unfortunately have limited authority to change or negotiate them. As a result, this limitation has an impact on the hiring procedure and raises turnover rates.

3. High Turnover Rate

Employee turnover is still a significant concern because of the low pay range and extremely competitive employment market. Many workers quit their jobs soon after they start because they

may find better pay and benefits elsewhere. This rapid turnover puts additional pressure on HR to consistently fill open positions, impacts teamwork, and raises recruitment efforts.

4. Challenges in Candidate Communication

Effective communication with candidates is essential for a smooth recruitment process. However, it can be challenging to make candidates fully understand job requirements, interview procedures, and documentation needs. Despite clear instructions, candidates often arrive unprepared or forget to bring essential documents, such as identification papers, educational certificates, or experience letters. This oversight leads to delays in the selection process and additional follow-ups.

5. Candidate Document Deficiencies

Candidates frequently forget to bring the required documents for interviews or onboarding. This not only causes delays in processing their applications but also creates administrative backlogs for the HR team. Missing documents often result in repeated follow-ups, which consume valuable time and resources.

6. Heavy Workload

The sheer volume of candidates attending interviews daily is overwhelming. On average, more than 50 candidates are interviewed per day, placing immense pressure on HR personnel to manage interviews, assessments, documentation, and follow-ups. The high candidate influx demands meticulous planning and resource allocation to maintain efficiency.

7. Physical and Mental Fatigue

The heavy workload and fast-paced environment contribute to physical and mental fatigue among HR team members. Managing multiple tasks simultaneously—from screening CVs to conducting

interviews and handling administrative tasks—can be exhausting. The repetitive nature of these tasks, coupled with the high expectations to meet recruitment targets, adds to the stress levels.

8. Employee Dissatisfaction Leading to Early Resignation

Employee dissatisfaction, primarily due to uncompetitive salaries, often leads to early resignations. Despite efforts to provide a positive work environment, inadequate compensation remains a significant demotivating factor. This dissatisfaction not only impacts employee morale but also disrupts team productivity and increases the burden on HR to find replacements.

2.3.5 Recommendations for a Smooth Interview and Joining Process for IFBL

- Allow candidates to choose interview slots based on availability to minimize no-shows.
- Provide candidates with detailed instructions on interview procedures and required documents via email or messaging platforms.
- Use reminders before interview dates to ensure candidates come prepared.
- Divide the interview process among different HR team members to avoid burnout.
- Schedule interviews in manageable batches to maintain efficiency.
- Collaborate with senior management to review and revise salary structures based on market trends.
- Highlight the long-term benefits of competitive compensation in reducing turnover and attracting top talent.
- Implement engagement initiatives to boost employee morale and job satisfaction.

- Offer non-monetary benefits such as flexible working hours, training opportunities, and recognition programs.

Chapter 3

Project Part

3.1 Introduction

This report is prepared as a partial requirement for the internship component of my Master's in Business Administration (MBA) program, under the supervision of BRAC Business School, BRAC University. The primary objective of the three-month internship program is to provide students with practical exposure to the corporate world, allowing them to apply academic knowledge in real-life situations, culminating in the preparation and submission of a report.

To fulfill this requirement, I joined United Group as an intern in the HR department on a contractual basis for five months (extended 2 months), from February 1, 2024, to June 30, 2024. After discussions with my supervisor, the selected topic for the internship report was finalized as *“Recruitment and Selection Process of IFBL: Challenges, Insights, and Recommendations.”*

I extend my sincere gratitude to my supervisor, Dr. M. Nazmul Islam, and my co-supervisor, Dr. Syed Far Abid Hossain, for their continuous guidance and invaluable support throughout the preparation and completion of this report.

3.1.2 Theoretical Background

3.1.2-1 Porter's Five Force Model

1. Threat of New Entrants (Moderate)

- Recruitment System Barriers: HR knowledge, well-established hiring networks, and technology infrastructure (HRMS software) are necessary to build a strong recruitment system.
- Brand Strength: IFBL maintains an excellent employer reputation as a member of the United Group, which can be challenging for new competitors to match.
- Investment in Technology: To compete, newcomers need to spend money on digital hiring platforms and applicant tracking systems (ATS).

2. Bargaining Power of Suppliers (Moderate)

- Job Portals and Agencies: These suppliers have a moderate amount of negotiating power because IFBL works with job portals (such as bdjobs) and outside agencies for talent recruitment.
- Strategic Alliances: Establishing strong relationships with dependable vendors will reduce dependency and negotiation power.

3. Bargaining Power of Candidates (High)

- **Demand for Talented Skills:** In an increasingly competitive job market, talented workers have significant negotiating advantage, particularly for specialized positions in the food and beverage industry.
- **Employer branding:** Although competitors may offer better benefits, IFBL's reputation as a member of the United Group helps attract top talent.
- **Negotiation Power:** As there are comparable opportunities in the business, candidates frequently reach an agreement over compensation and benefits.

4. Threat of Substitute Recruitment Channels (High)

- **Digital Platforms:** Professional networking sites and social media (Facebook, LinkedIn) can be used instead of typical hiring methods.
- **Freelancer Market:** The freelancer economy's growth presents a substitute for traditional hiring practices.
- **Internal Referrals:** Instead of using official recruitment channels, businesses are increasingly depending on employee referral strategies

5. Competitive Rivalry (High)

- **Industry Competition:** When it comes to hiring top employees, IFBL has competition from other food and drink companies as well as corporate brands.
- **Innovation in Recruitment:** Rivals who make strategic hiring, employer branding, and AI-driven recruitment investments have a competitive advantage.
- **Retention Challenges:** The F&B industry faces increased competition in attracting and keeping people due to high turnover rates.

3.1.2-2 SWOT Analysis of IFBL and its Recruitment Process

Strength –

- **Recruitment:** United Group uses a very effective selection and recruitment process. Through a combination of written tests and interviews, they find and hire skilled candidates from the business after doing a thorough research. The written tests are designed with standard questions sourced from reputable educational institutions in the country.
- **Workplace Culture:** During my tenure, there was a really nice work environment. In order to preserve a positive and productive work culture, the team members' cooperation, politeness, and support created a peaceful atmosphere free from internal conflicts or hidden targets.
- **Transparency:** Every employee receives a detailed service handbook, which helps the business stay transparent. Employees and the HR department can communicate more effectively because to this handbook's straightforward explanation of organizational principles and key HR practices. It reduces the possibility of biases, misunderstandings, or misinterpretations between management and employees, making it a useful tool.

Weakness –

- **Client and Candidate Challenges:** At times, clients or customers fail to present authentic invoices, and candidates often do not report on their scheduled joining dates. These issues create operational hurdles and disrupt business continuity.
- **Limited Experience with Advanced HR Tools:** There is limited exposure to sophisticated HR systems, such as SAP or Oracle HRMS, which affects efficiency in handling HR data.
- **Small HR Division:** The HR department is relatively small compared to the company's overall workforce. Expanding this division would better support the organization's growing needs.

- **Human Resource Planning:** Apart from conducting an annual workforce needs assessment, the company lacks comprehensive human resource planning strategies.

Opportunities –

- **Recruitment:** Through internal hiring and campus recruitment, United Group mainly concentrates on diversifying its entry-level workforce.
- **Outsourcing HR Strategy and Policy:** The HR division should think about using professional HR consultancies to help with strategic HR planning.
- **Learning Advanced HR Technologies:** Mastering industry-leading business HR software systems offers the chance to advance technical proficiency.

Threats –

- **Competition:** The industry is fiercely competitive due to the large number of local and multinational and national firms that operate there. In order to draw in top talent and keep its current workforce, United Group needs to change its HR plans and policies on a regular basis.
- **Rapid Industry Changes:** Trends like automation and AI-driven hiring are changing the HR sector. Maintaining competitive requires incorporating and adapting to these developments.
- **Economic Conditions:** Political unpredictability, environmental changes, and insufficient funds have all recently hampered Bangladesh's economy, which has an effect on United Group's and other businesses' operations.

This report's main objective is to assess United Group's hiring and selection practices and identify any areas that need improvement.

The following secondary goals are listed in order to accomplish this:

- Examine the current hiring procedure's shortcomings and inefficiencies.
- Close the gap between academic theories and the real-world HR procedures used by United Group.
- Make practical suggestions for enhancing the company's hiring practices.
- Examine the difficulties that occur throughout the hiring process and how they affect the effectiveness of the business.
- To improve talent acquisition, evaluate and recommend changes to the present applicant sourcing practices.

3.3 Significance

This study aims to thoroughly analyze and assess the recruitment process at United Group, identifying potential shortcomings in the current policies and procedures. In order to find any potential flaws in the current policies and procedures, this study will carefully examine and evaluate United Group's hiring process. The study identifies areas that require improvement through detailed observation and assessment. Actionable advice and useful ideas are provided to improve the company's hiring processes and methods in light of these findings. In addition to highlighting the shortcomings and difficulties resulting from traditional HR procedures, this study emphasizes the significance of using advanced HR strategies to improve talent acquisition and overall organizational performance.

3.4 Methodology

Both primary and secondary data sources were used in the preparation of the report. During my internship at United Group (IFBL), I collected primary data through in-depth observations and personal experiences. In-depth conversations with the HR Manager and Communications Coordinator also produced insightful information. Online portals and stories, academic journal publications, the company's official website, and annual reports were among the many sources from which secondary data was gathered.

3.5 Overview of the Human Resource Department of the Company

The HR department of United Group (IFBL) plays a vital role in driving the company's growth through key functions such as training and development, talent management, compensation and employee benefits, compliance, and workplace safety. The Group HR department, located in the corporate office in Dhaka, is in charge of overseeing the HR departments run by each United Group entity.

The three main departments of the Group HR department are Compensation & Benefits, Organizational Development, and Operations. These departments manage a variety of tasks,

including as hiring and choosing qualified applicants, handling disciplinary proceedings, processing payroll, assessing benefits, keeping up with the HRIS system, and updating personnel files. Additionally, the department supports employee career development through training initiatives and ensures the implementation of policies and procedures with adherence to ethical and legal standards.

The organogram below visually represents the functions and activities of the Group HR department at United Group:

CHRO (Chief Human Resources Officer)
DGM (Deputy General Manager)
AGM (Assistant General Manager)
Manager
Deputy Manager
Assistant Manager
Senior Executive
Executive
Junior Executive/Intern (If needed)

3.6 Analysis of Recruitment and Selection Process of the Company

3.6.1 Recruitment Inefficiencies

One of the HR Department's primary responsibilities is the recruitment process. The HR department receives a large number of resumes every day for various openings in several departments. To hire the best applicant for the desired position, HR departments must set up several selection phases.

a. Problem Identification: Basically, manual CV sorting, including applicant sourcing, screening, and shortlisting, became the cause of significant time consumption and delays in the hiring process. This entire procedure takes a considerable amount of time to compile information from several job portals, including LinkedIn and Bdjobs. Without any integration to monitor each candidate's development, these are very difficult to manage. As a result, ideal prospects frequently fail to acknowledge. In competitive job markets, this inefficiency might occasionally cost a company the chance to hire exceptional employees.

b. Solution Proposed: In this context, United Group will integrate an Applicant Tracking System (ATS) into its HRIS software. ATS will assist by:

- Automating the resume screening and talent sourcing procedures.
- Keep the database's skill pool up to date.
- Communicate with clients automatically to provide various updates and reminders for follow-up.

Lastly, an ATS that is coupled with an HRIS can offer data to assess the efficacy of hiring, including which online platform is displaying the best prospects.

3.6.2 Employee Engagement and Communication

Promoting employee engagement is essential to a business's success. When it comes to collaborative initiatives or other events, effective communication and teamwork greatly increase employee engagement rates.

a. Problem Identification

Although United Group tried to put several employee engagement activities into take place there was inconsistency in the planning and communication of these projects. As a result, poor participation rates resulted from employees frequently being unaware of upcoming workshops or wellness programs.

b. Proposed Solution

Adding a specific employee engagement portal to the HRIS helps improve participation and simplify communication. The following characteristics needed to be included on this portal:

- The schedule of events and alerts for forthcoming events.
- Possibilities for online registration and event feedback submission.
- Employee opinions and recommendations about engagement and satisfaction are gathered through online surveys.

3.6.3 Data Management and Reporting Inefficiencies

Data management and reporting inefficiencies are some of the most challenging tasks faced by the HR department. Managing large volumes of data and organizing it systematically for future use can be both time-consuming and complex.

a. Problem Identification

The lack of centralized data storage is one of the main technical issues, which makes it challenging for Human Resources to effectively access and maintain employee information. This makes it difficult to generate data on hiring, employee turnover, or performance measures, which frequently results in delays and random errors.

b. Proposed Solution

These procedures can be significantly reduced by putting in place a strong HRIS with advanced data management and reporting capabilities. The system should have these features:

- A safe, centralized database for handling personnel data.
- The capacity to use real-time data to create personalized reports.
- Dashboards that display important HR data in an understandable and useful manner.

3.7 Recommendations of proposed problems

1. Centralized Operations

Recruitment, onboarding, performance management, and data management are just a few of the essential HR tasks that an HRIS brings together and streamlines onto a single platform. The processes are made simpler and HR activity coordination is enhanced with this consolidated approach.

2. Process Automation

An HRIS minimizes administrative costs and human labor by automating routine duties including interview scheduling, reminders, and report generation. As a result, HR specialists may concentrate on strategic tasks that increase the organization's value.

3. Enhanced Employee Experience

By offering self-service alternatives and interactive tools customized for every employee's needs, an HRIS promotes improved employee engagement and communication. Workers can engage in company activities, submit requests, or get information with simple steps, all of which enhance the work environment.

4. Scalability and Flexibility

An HRIS can easily expand to handle new functional components, more operations, or a larger workforce as the business expands. The structure encourages ongoing improvement to meet changing business requirements.

3.8 Annual Financial Report Summary (2024-2025)

As previously discussed, United Group did not grant approval to share any economic or financial details. However, they have provided me with the Annual Report (2024–2025) of the Power Sector. Accordingly, I am submitting the summary images herewith for your kind consideration.

Equity attributable to the Owners of the Company

- o Shareholder's equity increased by 3,465.41 million over last year due to the impact of consolidated net profit

Other Performance parameters of the company were as follows:

	Consolidated Performance	
	Year 2024	Year 2023
Earnings per Share (EPS)	Taka 14.01	Taka 13.83
Net Asset Value (NAV)	Taka 59.23	Taka 53.22
Net Operating Cash flow per Share (NOCFS)	(0.88)	19.40
Gross Profit ratio	29%	25.8%
Net Profit ratio	24%	20%

3.8.1. Image -Equity Attribution to the Owners of the company

FINANCIAL HIGHLIGHTS

Quarterly Business Highlights-Consolidated

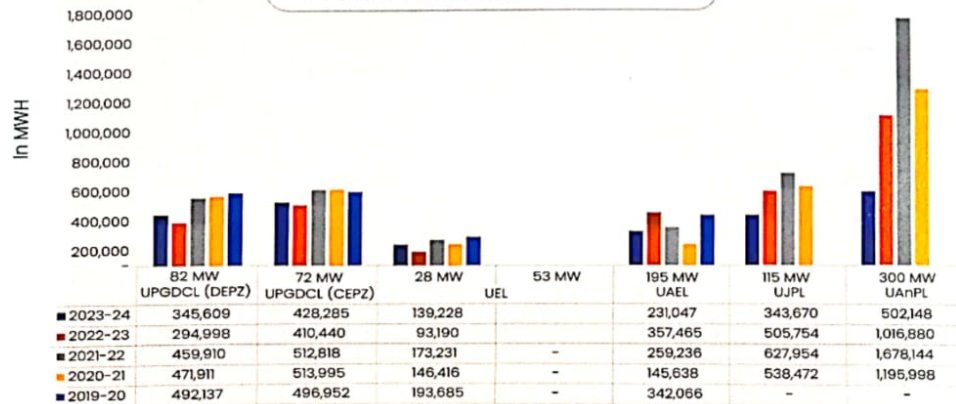
in mln BDT

	July - September (Q1)			October - December (Q2)			January - March (Q3)			April - June (Q4)		
Fig in Taka	2023	2022	%	2023	2022	%	2024	2023	%	2024	2023	%
Revenue	10,262	12,063	-14.93%	8,512	10,411	-18.24%	7,416	8,606	-13.83%	8,589	10,227	-16.02%
Cost of Sales	(7,263)	(9,147)	-20.60%	(5,454)	(7,130)	-23.51%	(4,072)	(5,346)	-23.83%	(7,739)	(9,031)	-14.31%
Gross Profit	2,999	2,916	2.85%	3,058	3,280	-6.77%	3,344	3,260	2.58%	849	1,195	-28.95%
Net Profit	1,843	2,963	-37.80%	2,781	2,895	-3.94%	3,172	2,548	24.49%	460	(165)	-378.79%
EPS-basic	3.12	5.00		4.71	4.84		5.39	4.28		0.79	(0.30)	
NOCFPS	5.19	5.58		(2.45)	4.01		4.91	3.48		(8.54)	6.33	
NAV per share	56.35	53.22		53.06	53.22		58.45	53.22		59.23	53.22	

OPERATIONAL HIGHLIGHTS

Sales		2023-24	2022-23	2021-22	2020-21	2019-20
(Amount in MWh)						
UPGDCL (DEPZ)	82 MW	345,609	294,998	459,910	471,911	492,137
UPGDCL (CEPZ)	72 MW	428,285	410,440	512,818	513,995	496,952
UEL	28 MW	139,228	93,190	173,231	146,416	193,685
	53 MW			-	-	-
UAEL	195 MW	231,047	357,465	259,236	145,638	342,066
UJPL	115 MW	343,670	505,754	627,954	538,472	-
UAnPL	300 MW	502,148	1,016,880	1,678,144	1,195,998	-

OPERATIONAL PERFORMANCE



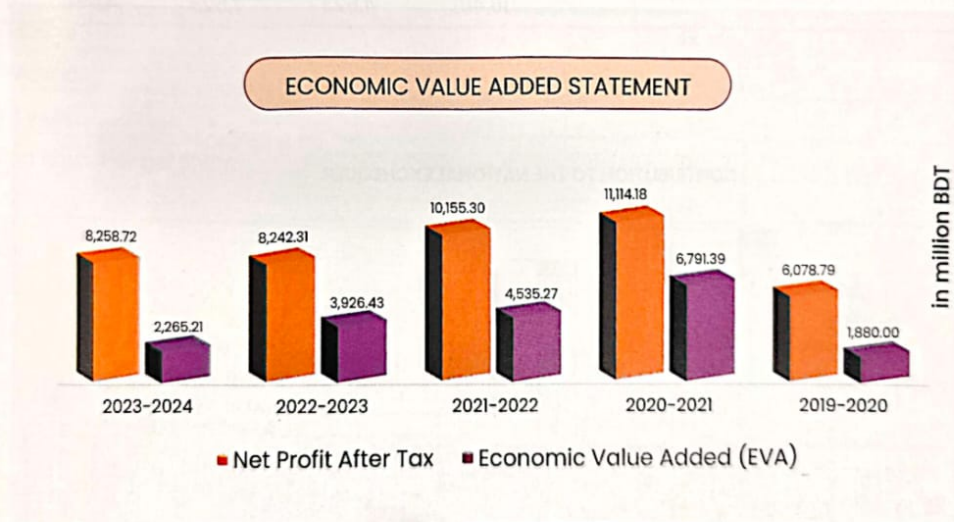
FINANCIAL HIGHLIGHT

			2023-24	2022-23	2021-22	2020-21	2019-20
PRODUCTION	UPGD(DEPZ)	82 MW	353,287 MWh	303,725 MWh	473,878 MWh	482,577 MWh	502,742 MWh
	UPGD(CEPZ)	72 MW	436,522 MWh	417,449 MWh	517,737 MWh	522,016 MWh	504,804 MWh
	UEL	28 MW	142,777 MWh	95,509 MWh	177,474 MWh	150,581 MWh	199,175 MWh
		53 MW	-	-	-	-	-
	UAEL	195 MW	240,343 MWh	368,711 MWh	268,543 MWh	153,457 MWh	353,284 MWh
	UJPL	115 MW	349,500 MWh	514,218 MWh	637,860 MWh	547,319 MWh	-
	UAnPL	300 MW	516,879 MWh	1,040,743 MWh	1,715,204 MWh	1,220,825 MWh	-
SALES	DEPZ	82 MW	345,609 MWh	294,998 MWh	459,910 MWh	471,911 MWh	492,137 MWh
	CEPZ	72 MW	428,285 MWh	410,440 MWh	512,818 MWh	513,995 MWh	496,952 MWh
	UEL	28 MW	139,228 MWh	93,190 MWh	173,231 MWh	146,416 MWh	193,685 MWh
		53 MW	-	-	-	-	-
	UAEL	195 MW	231,047 MWh	357,465 MWh	259,236 MWh	145,638 MWh	342,066 MWh
	UJPL	115 MW	343,670 MWh	505,754 MWh	627,954 MWh	538,472 MWh	-
	UAnPL	300 MW	502,148 MWh	1,016,880 MWh	1,678,144 MWh	1,195,998 MWh	-
AUXILIARY CONSUMPTION	DEPZ	82 MW	1.17%	2.87%	2.95%	2.21%	2.11%
	CEPZ	72 MW	1.43%	1.68%	0.95%	1.54%	1.56%
	UEL	28 MW	1.58%	2.43%	2.39%	2.77%	2.76%
		53 MW	-	-	-	-	-
	UAEL	195 MW	0.60%	3.05%	3.47%	5.09%	3.17%
	UJPL	115 MW	0.63%	1.65%	1.58%	1.62%	-
	UAnPL	300 MW	0.61%	2.29%	2.21%	2.03%	-
GAS CONSUMPTION	DEPZ	82 MW	0.28 m3/kWh	0.278 m3/kWh	0.279 m3/kWh	0.281 m3/kWh	0.280 m3/kWh
	CEPZ	72 MW	0.26 m3/kWh	0.254 m3/kWh	0.274 m3/kWh	0.255 m3/kWh	0.236 m3/kWh
	UEL	28 MW	0.25 m3/kWh	0.2435 m3/kWh	0.2405 m3/kWh	0.2339 m3/kWh	0.23 m3/kWh
		53 MW	-	-	-	-	-
	UAEL	195 MW	0.251 m3/kWh	0.248 m3/kWh	0.250 m3/kWh	0.257 m3/kWh	0.253 m3/kWh
HFO CONSUMPTION	UJPL	115 MW	65,000 MT	105,477 MT	129,935 MT	110,629 MT	-
	UAnPL	300 MW	104,824 MT	207,601 MT	337,954 MT	235,674 MT	-
LUBE OIL CONSUMPTION	DEPZ	82 MW	82,035 Litres	89,691 Litres	100,324 Litres	137,327 Litres	92,788 Litres
	CEPZ	72 MW	110,595 Litres	97,802 Litres	104,360 Litres	122,283 Litres	125,008 Litres
	UEL	28 MW	14,286 Litres	17,830 Litres	28,361 Litres	30,639 Litres	35,564.5 Litres
		53 MW	-	-	-	43 Litres	822 Litres
	UAEL	195 MW	45,216 Litres	78,140 Litres	29,181 Litres	29,987 Litres	50,821 Litres
	UJPL	115 MW	261,114 Litres	339,606 Litres	531,715 Litres	30,9453 Litres	-
	UAnPL	300 MW	433,872 Litres	629,187 Litres	941,785 Litres	882,656 Litres	-

ECONOMIC VALUE ADDED STATEMENT

Economic Value added (EVA) = (Net Profit after tax- Value of Cost of Shareholders equity)

	in mln BDT				
Value Addition	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020
Net Profit After Tax	8,258.72	8,242.31	10,155.30	11,114.18	6,078.79
Shareholder's Equity	34,818.24	31,352.83	33,197.68	33,091.00	29,851.21
Cost of Capital	17.21%	13.77%	16.93%	13.06%	14.07%
Value of Cost of Shareholders Equity	5,993.50	4,315.88	5,620.03	4,322.79	4,198.78
Economic Value Added (EVA)	2,265.21	3,926.43	4,535.27	6,791.39	1,880.00



3.8.4: Economic Value-Added Statement