

Report On
Candidate Sourcing Strategies Based on Client Requirements at HumanX Technologies
Ltd.

By
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ID: 19104180

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
May 2025

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Declaration

It is hereby declared that:

1. The internship report submitted is my own original work while completing the 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 have acknowledged all main sources of help.

Student's Full Name & Signature:

Mohammad Abidur Rahman
Student ID- 19104180

Supervisor's Full Name & Signature:

Zaheed Husein Md Al-Din
Senior Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

Zaheed Husein Md-Aldin
Senior Lecturer,
BRAC Business School
BRAC University
Kha 224 Pragati Sarani, Merul Badda, Dhaka-1212

Subject: Submission of Internship Report on HumanX Technologies Ltd.

Dear Sir,

I am pleased to submit my internship report titled "**Candidate Sourcing Strategies Based on Client Requirements at HumanX Technologies Ltd.**" Over the course of my 12-week internship, I had the opportunity to step beyond academic theories and immerse myself in real-world talent sourcing practices, tailored to diverse client needs. This experience at HumanX Technologies Ltd. has been transformative, sharpening my understanding of recruitment strategies while preparing me for the dynamic challenges of the corporate world.

I trust the report will meet your expectations. However, if you feel any revisions could further enhance its quality, I would be more than willing to address them. I am deeply grateful for your invaluable guidance throughout this journey — your mentorship has not only shaped the report but also strengthened my ambition to keep growing and contributing meaningfully in the future.

Sincerely yours,

Mohammad Abidur Rahman

Student ID- 19104180
BRAC Business School
BRAC University
May 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between **HumanX Technologies Ltd.** and **Mohammad Abidur Rahman**, a student at BRAC University.

** This page is for Non-Disclosure Agreement between the Company and The Student

Mohammad Abidur Rahman

BBA Program, BRAC Business School

Student ID-19104180

Major in Human Resource Management

May, 2025

Acknowledgement

First of all, I would like to convey my heartfelt gratitude to the Almighty for blessing me with the strength, resilience, and opportunity to successfully complete my internship journey and this report.

I am deeply thankful to HumanX Technologies Ltd. for welcoming me into their dynamic environment and providing a platform to learn and grow. A special note of appreciation goes to Ms. Sifat Nowrin, Senior Associate, Executive Search, Jannatul Ferdous Mohima, Associate, Executive Search, Safioul Hasan Safir, Associate, Executive Search, Abida Akter, Executive to MD, Fahim Alam, Lead, Business Development & Projects and Tamzidul Alam, CEO & Co-Founder whose insightful mentorship, patient guidance, and continuous encouragement made a lasting impact on my learning experience.

I am equally grateful to my academic supervisor, Mr. Zaheed Husein, and co-supervisor, Dr. Hasan Maksud of BRAC University, for their unwavering support, valuable feedback, and inspiring guidance throughout the preparation of this report.

Finally, I extend my sincere thanks to my family, friends, and well-wishers for their endless support and motivation. I would also like to acknowledge the wonderful team at HumanX Technologies Ltd., whose cooperation, knowledge-sharing, and kindness significantly enriched my internship experience.

Executive Summary

This report is based on my internship experience at HumanX Technologies Ltd., where I worked as an HR Intern from 2nd December 2024 to 28th February 2025. The focus of the report is on candidate sourcing strategies and how they are aligned with the job descriptions provided by client companies.

The core objective of this internship was to understand the dynamics of recruitment processes, particularly how sourcing channels are selected and used effectively to meet client requirements. My key responsibilities included identifying and shortlisting potential candidates, formatting CVs according to HumanX standards, developing skill matrices, and communicating with candidates regarding job opportunities.

The report outlines various sourcing methods, including professional networks, online platforms, internal databases, and referrals, along with an assessment of their effectiveness. It also includes a project-based analysis using primary data from employees and prospective candidates, providing real-time insights into sourcing preferences and challenges.

Recommendations are provided to enhance sourcing efficiency and streamline CV screening processes for better alignment with client expectations.

Keywords: Candidate Sourcing; Recruitment Strategy; HR Internship; Client Requirements; CV Formatting; Talent Acquisition

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List of Acronyms

Acronym	Meaning
HR	Human Resources
JD	Job Description
ATS	Applicant Tracking System
CV	Curriculum Vitae
B2B	Business-to-Business
RPO	Recruitment Process Outsourcing
SWOT	Strengths, Weaknesses, Opportunities, Threats
ERP	Enterprise Resource Planning
KPI	Key Performance Indicator

Chapter 1: Overview of Internship

1.1 Student Information:

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Course: BUS 400- Internship Program (as part of the degree requirements)

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Date of Internship: 2nd Dec 2024

Supervisor's Name (Academic): Mr. Zaheed Husein Md Al-Din, BRAC University

1.2 Internship Information:

1.2.1 Period, Company Information

Period of Internship: 2nd Dec 2024 – 1st Mar 2025

Company Name: HumanX Technologies Ltd.

Department: Executive Search

Company Address: House-112 (6th Floor), Road-06, Mohakhali DOHS, Dhaka-1206,
Bangladesh

1.2.2 Internship Company Supervisor's Information

Supervisor's Name: Ms. Sifat Nowrin

Designation: Senior Associate, Executive Search

Department: Human Resource Management

1.2.3 Job Scope – Description/Duties/Responsibilities

During my internship at **HumanX Technologies Ltd.**, I was involved in various aspects of candidate sourcing, primarily focused on matching client requirements with the most suitable talent. Some of my key responsibilities and duties included:

- **Sourcing Candidates:** Assisted in identifying and sourcing candidates for various job roles based on client specifications using platforms like BD Jobs, LinkedIn, Job boards, and many other internal databases.
- **Screening and Shortlisting:** Conducted initial candidate screenings, reviewing resumes, conducting preliminary interviews, and presenting shortlisted candidates to the recruitment team.
- **Client Interaction:** Supported the team by communicating with clients to understand their requirements and ensuring that the candidates' sources were aligned with these expectations.
- **Database Management:** Maintained and updated the candidate database, ensuring information was accurate and easily accessible for future searches.
- **Market Research:** Assisted in researching industry trends, competitor practices, and the talent market, which helped refine sourcing strategies.
- **Reporting and Documentation:** Prepared reports on candidate pipelines, recruitment statuses, and market trends, which were shared with the recruitment team and clients.

Throughout my internship, I had the opportunity to actively engage in the candidate sourcing process and understand the intricacies of talent acquisition strategies, learning how they align with client-specific needs.

1.3.1 Contribution to the Company

During my internship at HumanX Technologies Ltd., I was able to make meaningful contributions to the recruitment and executive search processes. I was responsible for sourcing potential candidates based on specific job descriptions shared by client companies. Using platforms such as LinkedIn, Bdjobs, and internal databases, I assisted in identifying qualified candidates. Additionally, I reformatted candidate CVs to align with the professional presentation standards of HumanX and developed skill matrices to match candidates' qualifications with client expectations. I also conducted initial communications with candidates to assess their interest levels and availability. My contributions helped accelerate the initial phases of the recruitment cycle,

improved the documentation of candidate profiles, and provided support to the HR department in maintaining a steady and high-quality pipeline of candidates.

1.3.2 Benefits to the Intern

The internship at HumanX Technologies Ltd. was a highly valuable and transformative experience for my professional and personal growth. It allowed me to apply theoretical knowledge in real-world HR practices and significantly enhanced various skill sets critical for my career development. The major benefits gained during the internship include:

- **Practical Exposure to Talent Acquisition:**

I gained firsthand experience in sourcing candidates based on specific job descriptions, understanding different sourcing platforms like LinkedIn, Bdjobs, and internal CV banks, and learning how to filter and assess candidate profiles critically.

- **Understanding of Recruitment Workflow:**

I learned the end-to-end process of candidate sourcing — from initial sourcing to screening, CV formatting, candidate communication, and client coordination. This provided a clear view of the operational aspects of executive search firms.

- **Skill Development in CV Formatting and Documentation:**

I improved my ability to format CVs professionally according to organizational standards. I also developed a keen eye for details, ensuring that resumes highlighted the right skills and experience matching the client requirements.

- **Communication and Interpersonal Skills Enhancement:**

Making phone calls to candidates, following up professionally, and conveying job opportunities improved my verbal and written communication abilities. Handling different personalities also strengthened my interpersonal skills.

- **Time Management and Task Prioritization:**

Balancing multiple sourcing assignments, candidate follow-ups, and documentation tasks under strict deadlines taught me effective time management and prioritization strategies.

- **Analytical Thinking and Problem-Solving:**

Understanding complex job descriptions, matching candidate profiles creatively, and navigating challenges like non-responsive candidates sharpened my analytical and problem-solving abilities.

- **Professionalism and Work Ethics:**

Observing and working within a corporate environment enhanced my understanding of maintaining confidentiality, respecting organizational norms, and demonstrating accountability and professionalism in task execution.

- **Teamwork and Collaboration:**

Working closely with associates and other interns taught me how to collaborate effectively, support team goals, and communicate openly within a professional HR team environment.

- **Adaptability and Flexibility:**

Adjusting to sudden changes in client requirements or urgent sourcing demands taught me to stay flexible, adaptable, and composed under pressure.

- **Career Insight and Self-Reflection:**

Through this internship, I gained clarity about my career aspirations in Human Resource Management, particularly in the areas of recruitment and talent management.

1.3.3 Difficulties Faced During the Internship

While the internship was enriching, certain challenges were encountered:

- **Mismatch between Candidate Profiles and Job Descriptions:** At times, it was difficult to source candidates who met all the specific requirements outlined by client companies, especially for specialized or senior-level roles.
- **Low Candidate Responsiveness:** Some candidates did not respond promptly to calls or emails, causing delays in shortlisting and submissions.

- **Changing Client Requirements:** Occasionally, clients revised job descriptions midway through the sourcing process, requiring rework and adjustment.
- **Manual Data Management:** Managing a high volume of candidate profiles and CVs manually through spreadsheets was sometimes overwhelming and prone to errors.

Despite these challenges, I learned to adapt quickly, prioritize tasks effectively, and maintain professionalism in communication and candidate handling.

1.3.4 Recommendations to the Company

Based on my internship experience, observations, and analysis of workflow practices at HumanX Technologies Ltd., the following recommendations are proposed to enhance the company's overall sourcing and recruitment efficiency:

Chapter 2: Organization Part

2.1 Introduction

This chapter presents an overview of HumanX Technologies Ltd., the organization where I completed my internship, focusing on its structure, core business functions, and strategic practices. It also aims to assess the company's functional operations, especially within the Human Resources department. This section sets the groundwork for evaluating the organization's HR strategies and their alignment with the talent acquisition goals of various client companies.

2.1.1 Objectives of the Study

The specific objectives of this chapter are as follows:

- To provide a comprehensive understanding of HumanX Technologies Ltd. as an HR service provider.
- To analyze the organizational structure and HR practices of the company.
- To evaluate how recruitment and sourcing are managed for different client requirements.
- To identify key strengths and weaknesses in the existing HR operations.

2.1.2 Methodology

The methodology used in this organizational study combines both primary and secondary sources of data collection to ensure a comprehensive understanding of HumanX Technologies Ltd. and its operations. The approach is qualitative in nature, focused on observing real-time practices, gathering insights through interaction, and reviewing internal resources to assess the company's structure and recruitment strategies.

Primary Data Collection:

- Active participation in daily HR tasks, including sourcing, CV formatting, and candidate engagement.
- Informal discussions and knowledge-sharing sessions with HR associates and supervisors.

- Observations of recruitment workflows, client requirement handling, and team collaboration.

Secondary Data Collection:

- Internal documents such as job descriptions, recruitment templates, and formatted CVs.
- Public sources including HumanX's LinkedIn presence and website.
- Relevant academic and industry literature on recruitment and sourcing strategies was reviewed to evaluate how HumanX's practices align with recognized best practices in the field.

2.1.3 Scope of the Study

The scope of this study is confined to the organizational practices and strategic HR operations of HumanX Technologies Ltd. The focus lies primarily on the executive search and recruitment services provided to various client firms. The study does not cover other divisions such as finance, IT, or legal services unless they directly influence or intersect with HR-related functions.

2.1.4 Limitations of the Study

While preparing this chapter, certain limitations were encountered that may have influenced the depth and scope of the analysis:

- Access to internal data was restricted due to confidentiality clauses, limiting exposure to sensitive performance metrics and client feedback.
- The analysis is primarily focused on HR operations, particularly candidate sourcing, and does not include broader organizational functions such as finance or legal.
- As an intern, involvement was limited to the initial phases of the recruitment process, such as sourcing and screening, without full visibility into final client decisions or onboarding outcomes.
- Data collection was qualitative in nature, and the absence of structured surveys or measurable KPIs limited the ability to apply statistical validation.

2.2 Overview of HumanX Technologies Ltd.

2.2.1 Company Background

HumanX Technologies Ltd. is a human resource consultancy firm based in Dhaka, Bangladesh. It operates primarily as an **executive search and talent acquisition partner** for a wide range of client companies across industries. The firm specializes in sourcing, screening, and recommending qualified candidates to fulfill various mid- to high-level vacancies based on specific job descriptions and business requirements.

The company's core services include:

- Executive search and placement
- CV and profile optimization
- Recruitment Process Outsourcing (RPO)
- Market mapping and skill gap identification
- Interview coordination and client consultations

By leveraging digital platforms and a curated candidate database, HumanX efficiently matches job seekers with suitable career opportunities, helping companies build productive teams.

2.2.2 Mission & Vision

Mission:

To bridge the gap between top talent and business needs through strategic recruitment solutions that create value for clients and career opportunities for candidates.

Vision:

To become a leading HR partner in Bangladesh and South Asia by consistently delivering tailored hiring solutions and building long-term relationships with clients and professionals.

2.2.3 Organizational Structure

The organization is headed by a **Managing Director/CEO**, who provides strategic oversight and leads the company's vision, growth, and client partnerships. Under this leadership, the operational team is divided into key functional units:

2.2.4 Services Offered

HumanX Technologies Ltd. offers a suite of tailored recruitment solutions designed to meet the evolving hiring demands of client organizations across diverse industries. Each service is built on a foundation of precision, professionalism, and speed, ensuring that clients receive high-quality candidates aligned with both technical requirements and cultural fit. The key services include:

i. **Talent Sourcing & Screening**

HumanX utilizes leading digital platforms such as **LinkedIn**, **Bdjobs**, and its own **internal CV bank** to proactively identify potential candidates. The sourcing process involves applying strategic filters based on client-provided job descriptions—such as years of experience, educational background, industry relevance, and skill sets. Profiles are then screened for role alignment before proceeding to the next stage.

ii. **CV Optimization & Formatting**

A defining feature of HumanX's value proposition is the professional **reformatting and optimization** of candidate CVs. Each CV is redesigned using a clean and client-friendly layout template, ensuring consistency, clarity, and emphasis on key qualifications and achievements. This enhances the presentation of candidates and improves shortlisting success rates.

iii. **Skill Matrix Development**

For roles requiring specific technical or managerial competencies, HumanX prepares a **customized skill matrix**—a side-by-side comparison of job requirements and candidate attributes. This matrix aids clients in quickly evaluating a candidate's fit across multiple parameters such as technical skills, leadership abilities, domain knowledge, and certifications.

iv. **Candidate Engagement**

HumanX maintains a high standard of **candidate communication** through professional phone calls and email interactions. This includes verifying the candidate’s interest in the role, clarifying job details, assessing availability, and answering any initial questions. The goal is to ensure mutual transparency and build trust throughout the recruitment journey.

v. **Client Coordination**

The company acts as a liaison between candidates and client companies by **presenting shortlisted profiles, scheduling interviews, and facilitating feedback loops**. HumanX ensures that timelines are respected, and both parties remain informed throughout the process, thereby strengthening client satisfaction and placement success.

Through these integrated services, HumanX Technologies Ltd. delivers end-to-end recruitment solutions with a focus on quality, reliability, and long-term placement success.

2.2.5 Client Portfolio by Industry Sector

To illustrate the breadth of HumanX Technologies Ltd.’s service reach, the following table categorizes some of the notable client companies by sector. This diverse portfolio reflects HumanX’s ability to adapt its recruitment strategies across industries and serve clients ranging from multinationals to fast-growing startups and NGOs.

Sector	Clients
Telecommunication	Grameenphone, Banglalink, Robi Axiata
Fast-Moving Consumer Goods (FMCG)	Unilever Bangladesh, Chaldal.com
FinTech and Banking	bKash, City Bank, IDLC Finance Ltd.
Educational Technology (EdTech)	Shikho, Khan Academy (local collaboration)
E-commerce & Digital Retail	Daraz, AjkerDeal, Pathao
Development / NGO	BRAC, Unnayan Shamannay

Healthcare & Diagnostics	AmarLab, Praava Health
Transport & Technology	Shohoz, Loop Freight
Real Estate & Housing	Assure Group

2.2.6 Client Feedback and Testimonials

Client satisfaction plays a pivotal role in shaping the service quality and brand image of HumanX Technologies Ltd. As an executive search firm operating across diverse sectors, the organization consistently receives feedback from its clients regarding its performance, communication, and overall recruitment delivery. This section highlights key themes and representative testimonials from client organizations that have collaborated with HumanX for hiring needs.

2.2.6.1 Quality of Candidate Matching

One of the most frequently acknowledged strengths of HumanX is its precision in candidate matching. Clients have reported high satisfaction with the alignment of submitted profiles with the job descriptions (JDs), citing both technical qualifications and cultural compatibility as major advantages.

For instance, Robi Axiata Ltd. commended HumanX's ability to curate highly relevant profiles, noting that successful hires were a direct result of well-understood role requirements. Similarly, Chaldal.com praised the firm's consistency in sourcing qualified candidates for product development roles, emphasizing HumanX's high shortlisting accuracy.

2.2.6.2 Timeliness and Responsiveness

HumanX has built a strong reputation for swift response and delivery, especially in urgent or high-volume hiring scenarios. Clients from sectors such as banking, EdTech, and e-commerce have appreciated the company's ability to deliver quality candidates within short timeframes.

City Bank Ltd., for example, reported receiving five fully formatted and shortlisted CVs within three business days of initiating a search. Shikho also shared a similar experience, highlighting HumanX's proactive sourcing even under tight recruitment deadlines.

2.2.6.3 CV Presentation and Skill Matrix

Another value-added service that has been consistently recognized by clients is HumanX's professional formatting of candidate CVs and the inclusion of skill matrices for senior roles. Clients indicated that these documents make the evaluation process easier and more structured.

Unilever Bangladesh highlighted that the CV layout used by HumanX helped draw attention to core candidate competencies, saving valuable shortlisting time. Shohoz similarly appreciated the standardization of candidate profiles, describing it as “respectful of the client’s evaluation process.”

2.2.6.4 Client Communication and Coordination

HumanX’s approach to client communication is characterized by responsiveness, transparency, and professionalism. Clients have acknowledged the company’s ability to keep all parties informed, adapt to changing requirements, and ensure smooth coordination between candidates and hiring teams.

bKash Ltd. specifically mentioned HumanX’s ability to maintain candidate engagement even when internal role specifications changed. AmarLab noted that the HumanX team demonstrated ownership over the entire process and actively collaborated beyond transactional interactions.

2.2.6.6 Trust, Integrity, and Confidentiality

Clients trust HumanX with sensitive recruitment assignments, particularly for senior and leadership positions. The firm has been recognized for its strict adherence to confidentiality protocols and ethical communication standards.

Assure Group emphasized that HumanX has successfully supported confidential C-suite hiring with complete professionalism. Likewise, IDLC Finance Ltd. shared that the company’s discretion and ethical handling of candidate information reinforced long-term trust

2.3 Management Practices

This section provides a detailed look at HumanX Technologies Ltd.'s internal management practices, especially those related to leadership style, HR planning, recruitment, training, and performance evaluation. As a talent acquisition firm, HumanX's success largely depends on the efficiency and collaboration of its internal team, making strong management practices crucial.

2.3.1 Leadership Style

HumanX Technologies Ltd. adopts a **participative (democratic) leadership style** within its operational framework. The management encourages open communication and involvement of team members in decision-making processes. Interns, executives, and associates are regularly invited to share input on candidate sourcing strategies, project workflows, and communication with clients. This fosters a sense of ownership and engagement among employees, improving task execution and motivation.

The leadership maintains a **flat hierarchy**, which enables efficient coordination and responsiveness—both critical in the fast-paced world of recruitment.

2.3.2 Recruitment and Selection Process

Recruitment at HumanX Technologies Ltd. functions at two levels—**internal recruitment** to support the company's own operations, and **external recruitment** as a core service offering to client companies. As an executive search and talent consulting firm, HumanX follows a structured, end-to-end recruitment process designed to deliver high-quality candidates with speed and accuracy.

Internal Recruitment (For HumanX Team Members):

- **Needs-Based Hiring:** Interns, associates, and executives are hired based on workload, project volume, and specific role requirements. Internal hiring at HumanX is conducted only when there is a clearly identified need—typically due to increased project volume, new client acquisition, or seasonal recruitment spikes. The company avoids overstaffing by relying on demand forecasting and workload analysis, ensuring efficient use of human capital.

- **Interview and Assessment:** Candidates are evaluated for role fit, communication skills, adaptability, and team collaboration during initial screening rounds. Each internal role—whether it involves sourcing, formatting, candidate communication, or backend operations—is defined with clear responsibilities and expectations. This allows new hires, including interns, to integrate quickly and contribute meaningfully without confusion or redundancy.
- **Task Trials:** In some cases, candidates may be given trial tasks to assess sourcing ability or CV formatting skills before being onboarded. In many cases, prospective interns or junior associates are assigned short trial tasks such as formatting a CV, conducting a sample candidate search, or creating a skill matrix. This helps the team assess both technical competence and learning agility.

External Recruitment (For Client Organizations):

As a client-focused executive search firm, HumanX Technologies Ltd. delivers customized recruitment solutions to a wide range of organizations across industries. The external recruitment process is both structured and adaptive, designed to ensure alignment with the client's expectations while maintaining speed, quality, and confidentiality throughout. The firm acts as a trusted intermediary, streamlining talent acquisition on behalf of its clients through the following stages:

- **Job Description (JD) Review:**

HumanX begins by conducting detailed discussions with client companies to fully understand the job roles, responsibilities, required qualifications, experience levels, and cultural expectations. The process begins with a detailed review of the job description provided by the client. HumanX's recruitment team engages in discussions to clarify the nature of the role, must-have vs. preferred qualifications, industry-specific expectations, compensation range, reporting structure, and soft skills required. In some cases, the team assists the client in refining the JD to make it clearer and more market-attractive.

- **Platform-Based Sourcing:**

Suitable candidates are sourced through LinkedIn, Bdjobs, internal CV banks, alumni networks, and professional industry groups. Filters are applied to narrow down candidates

by skill, experience, education, and availability. Based on the role type and seniority, HumanX selects appropriate sourcing channels. These include: **LinkedIn:** For professional and mid-to-senior level roles. **Bdjobs:** For operational, technical, or bulk hiring. **Internal CV Bank:** For faster turnaround using previously screened profiles. **Niche Platforms & Forums:** Used for specialized positions or hard-to-fill roles. Advanced filters (e.g., location, experience level, industry keywords, education) are used to narrow down candidate pools.

- **Initial Screening:**

Shortlisted profiles are reviewed in-depth to evaluate both technical alignment and soft skills like communication, adaptability, and leadership. Skill matrices are sometimes developed for senior or complex roles. Recruiters manually review and assess the retrieved profiles to evaluate: **Alignment with job requirements, Employment history and career trajectory, Skills and certifications, Gaps or red flags in CVs**. Only candidates who closely meet both the technical and cultural fit criteria are shortlisted for further communication.

- **Candidate Communication:**

Selected candidates are contacted via phone and email to explain the opportunity, verify their interest, and assess their understanding of the role. Questions regarding notice period, expected compensation, and relocation are also addressed. Introduce the company and the client (if permitted), Explain the job role, work environment, and benefits, Discuss expectations, compensation, notice period, and willingness to relocate, Clarify any role-specific requirements or concerns. Only candidates who express genuine interest and meet key criteria are moved forward.

- **Skill Matrix & Summary (for Senior Roles):**

For more complex or high-value positions, HumanX includes a customized **skill matrix** along with the CV. This document compares the candidate's qualifications and experience against the client's specific requirements—helping clients make faster, data-driven decisions.

- **Interview Coordination & Final Selection:**

HumanX arranges interviews between clients and candidates, follows up on feedback, and supports the negotiation process where required. Once a candidate is selected, onboarding

support may also be provided upon request. Once the formatted CVs are submitted, HumanX acts as the liaison between client and candidate. Tasks include: Scheduling interviews based on mutual availability, Preparing candidates for the interview structure or client expectations, Collecting and relaying feedback from both parties, Coordinating second-round or technical interviews when needed.

This well-defined process helps HumanX maintain quality control, streamline communication, and meet client expectations efficiently.

2.3.3 Training and Development

Although the company operates with a lean structure, it recognizes that continuous learning and upskilling are critical—especially in the fast-changing field of talent acquisition. The organization’s training and development initiatives are designed to equip employees, interns, and associates with the practical tools, industry knowledge, and communication skills required to thrive in a client-facing recruitment environment. Key areas of training and development at HumanX include:

- **Onboarding and Role Familiarization**

All new interns and recruits go through an informal onboarding process where they are introduced to the organization’s structure, expectations, tools, and workflow. During the first few days, supervisors or senior associates provide detailed walkthroughs of day-to-day responsibilities—such as sourcing methods, formatting CVs, and how to communicate with candidates professionally. This helps new team members adjust to the company culture, understand their tasks clearly, and become productive in a short time without feeling overwhelmed.

- **Sourcing Techniques and Platform Training**

Since sourcing is one of the most critical functions at HumanX, a considerable amount of effort is invested in teaching interns and junior associates how to properly search for candidates. They are trained on using platforms like LinkedIn and Bdjobs effectively, including the use of Boolean search, filters, and job-specific keywords. Additionally, team members learn to identify profile red flags, match candidate backgrounds with job

descriptions, and understand how different platforms yield different types of candidates depending on the role and industry.

- **CV Formatting and Content Enhancement**

One of HumanX's service differentiators is its professional CV presentation. Interns and new team members are taught how to reformat CVs using the organization's template, structure information properly, and highlight key achievements that align with the client's needs. Emphasis is placed on attention to detail, clean layout, consistent formatting, and removing unnecessary clutter. Team members are also trained to avoid common errors such as duplication, inconsistency in timelines, or irrelevant personal information.

- **Professional Communication Skills**

HumanX conducts informal but essential training on how to communicate with candidates clearly and professionally. Interns are given sample scripts and templates for phone calls and emails, which help them approach candidates with confidence. They also learn how to handle common situations—such as candidates not responding, being unsure, or asking for more details. Over time, they are encouraged to personalize their communication style while maintaining a respectful, concise, and client-representative tone.

- **Supervisor Feedback and Performance Guidance**

Rather than formal training sessions, HumanX uses ongoing supervisor feedback as a key tool for development. Supervisors provide real-time comments on sourcing output, formatting quality, or communication tone. Interns are encouraged to ask questions and seek clarification as needed. This feedback loop allows for faster learning, correction of mistakes, and improvement over time. It also makes team members feel supported and more invested in their professional growth.

- **Exposure to Real Projects and Live Cases**

Perhaps the most impactful part of the learning experience at HumanX is the exposure to real client projects. Interns are trusted with actual sourcing assignments, CV formatting tasks, and in some cases, direct candidate communication. This builds confidence and gives them a realistic view of what it's like to work in a fast-paced, professional HR environment. Working on live roles also adds relevance to the learning process and prepares interns for real-world challenges beyond the internship.

Training is informal but consistent, delivered through daily tasks, check-ins, and feedback sessions.

2.4 Marketing Practices

HumanX Technologies Ltd., being a specialized **HR consultancy firm**, does not follow traditional marketing strategies such as product promotion or large-scale advertising. However, the organization implements a focused and professional approach to **brand visibility, client engagement, and relationship marketing**, which plays a critical role in sustaining and expanding its client base.

2.4.1 Marketing Strategy

HumanX Technologies Ltd. operates within a **business-to-business (B2B)** framework, targeting corporate clients in need of executive search, recruitment process outsourcing, and talent acquisition services. As a result, its marketing approach is **relationship-driven, niche-focused, and professional**—rather than promotional or mass-market oriented. The primary objective of HumanX’s marketing strategy is to build credibility, generate trust, and demonstrate value to decision-makers in client organizations. Key components of the firm’s marketing strategy include:

- **Direct Networking and Client Referrals**

A significant portion of HumanX’s client base originates from direct referrals and professional networking. Senior associates and leadership actively engage in industry events, HR conferences, and informal client meetups to build strong personal connections. Satisfied clients often refer HumanX to other organizations, which plays a key role in client acquisition. This referral-based model allows the company to grow its client portfolio without investing heavily in traditional advertising, while also maintaining a high degree of trust and client loyalty.

- **Strategic LinkedIn Presence**

LinkedIn serves as the company’s most important digital marketing channel. HumanX maintains an active and professional LinkedIn page that highlights job openings, placement success stories, and HR insights. The platform is also used to showcase organizational culture and engage with both clients and potential candidates. By posting

relevant, value-driven content, HumanX strengthens its brand visibility among HR professionals, business leaders, and decision-makers across industries.

- **Personalized Proposal Submissions**

When approaching a prospective client, HumanX creates customized service proposals tailored to the client's industry, hiring needs, and organizational scale. These proposals outline specific deliverables, timelines, and value propositions, which demonstrate the firm's understanding of the client's challenges and how it can address them. This personalized approach differentiates HumanX from generic recruiters and reinforces its position as a strategic HR partner rather than just a vendor.

- **Reputation Management and Word-of-Mouth Positioning**

Beyond structured marketing efforts, HumanX places strong emphasis on maintaining a professional reputation in the HR and recruitment community. Consistent quality, ethical standards, and client satisfaction help build a positive image, which organically contributes to inbound inquiries. Word-of-mouth, backed by results, remains a powerful marketing asset for the firm.

This approach ensures that the services are targeted, professional, and relevant to the HR decision-makers of potential client firms.

2.4.2 Target Market and Positioning

HumanX Technologies Ltd. positions itself as a strategic executive search and recruitment partner, serving medium to large-scale organizations across Bangladesh and beyond. The company is known not just for sourcing candidates, but for delivering end-to-end talent acquisition support—from understanding client job requirements to final placement and onboarding coordination.

Its ideal clientele includes organizations that face challenges in sourcing specialized or senior-level roles and are looking for a recruitment partner that offers both speed and precision. Rather than adopting a “one-size-fits-all” model, HumanX positions itself as a custom solution provider, emphasizing flexibility, data-backed sourcing, and professional candidate representation.

Key target industries include:

- **Information Technology (IT):**
Tech firms requiring software engineers, developers, product managers, and UI/UX designers.
- **Banking and Finance:**
Commercial banks, fintech startups, and insurance companies seeking analysts, auditors, and senior finance professionals.
- **Pharmaceuticals:**
Firms looking for regulatory affairs specialists, sales managers, and supply chain professionals.
- **Telecommunication:**
Companies seeking project managers, technical engineers, and regional heads.
- **Fast-Moving Consumer Goods (FMCG):**
Hiring in areas like brand management, sales, and logistics.
- **E-commerce and Startups:** Startups and tech ventures hiring for growth roles in business development, marketing, and operations.

By maintaining a focused industry portfolio, HumanX is able to develop deeper candidate networks and understand sector-specific hiring needs more effectively than generic recruitment agencies.

2.5 Operations Management and Information System Practices

Efficient operations and streamlined information systems are at the core of HumanX Technologies Ltd.'s ability to deliver timely and accurate recruitment services. This chapter explores how the company manages its daily operations and the technological tools that support its executive search and candidate sourcing processes.

2.5.1 Operational Workflow

HumanX Technologies Ltd. follows a **structured, task-based operational workflow** that ensures smooth coordination between client requirements and candidate delivery. The company's workflow is designed to **maximize efficiency, accountability, and role clarity**, especially within a lean team structure. Each team member, including associates and interns, is assigned specific responsibilities within the recruitment funnel—allowing the organization to handle multiple client projects simultaneously without compromising quality. The typical operational workflow includes the following key stages:

- **Client Communication and JD Clarification**

The recruitment process begins with the client sharing a new job opening. The team communicates directly with the client's HR or hiring manager to clarify important details, such as role expectations, experience requirements, cultural fit, salary range, and preferred candidate profile. In some cases, the HumanX team helps refine the job description to make it more structured and market-attractive.

- **Candidate Sourcing**

Based on the finalized job description, sourcing activities are initiated through various platforms including LinkedIn, Bdjobs, internal databases, and alumni networks. Recruiters apply specific filters such as industry background, years of experience, relevant skills, and job location to narrow down potential candidates. This stage is often time-sensitive, requiring quick but targeted outreach to build a strong talent pipeline.

- **CV Screening and Formatting**

Once potential candidates are identified, their CVs go through an internal screening process. Recruiters assess their alignment with the job's technical and behavioral requirements. Selected CVs are then reformatted into HumanX's standardized,

professional template—ensuring consistency, readability, and brand quality before client submission.

- **Skill Matrix Development**

For certain roles—particularly mid to senior-level or niche positions—a skill matrix is developed. This is a structured chart comparing client requirements with individual candidate strengths, certifications, and experience. The matrix serves as a powerful tool for clients to quickly assess which candidates align best with the role.

- **Candidate Communication and Interest Verification**

After internal shortlisting, recruiters initiate communication with selected candidates. The purpose of the call or email is to explain the role, confirm interest, discuss expected salary, availability, and address any questions. Candidates who show genuine interest and meet the criteria move on to the client submission stage.

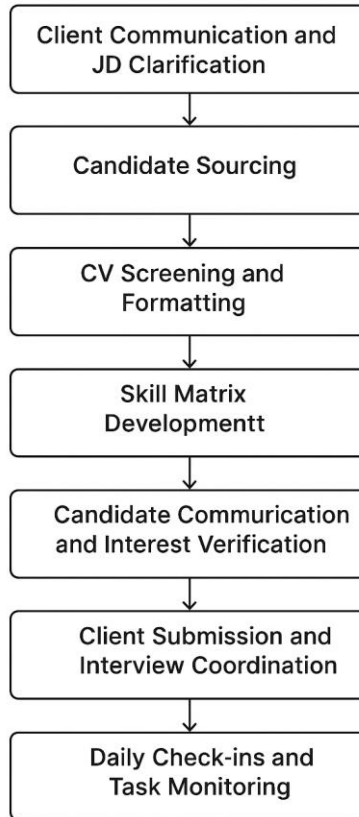
- **Client Submission and Interview Coordination**

Formatted CVs along with skill matrices (if applicable) are submitted to the client. HumanX coordinates interview scheduling between the candidate and the client, ensuring availability on both ends. The team also collects post-interview feedback and updates candidates on next steps, creating a transparent and responsive experience for all stakeholders.

- **Daily Check-ins and Task Monitoring**

The HR team at HumanX conducts regular internal check-ins—either daily or weekly—where task progress is reviewed, bottlenecks are addressed, and priorities are adjusted. Task delegation is based on workload and skill, with interns and executives receiving clear direction. Time-tracking tools or spreadsheets are used to ensure deadlines are met and client expectations are maintained.

Operational Workflow



2.5.2 Use of Information Systems

To ensure operational efficiency and data accuracy across recruitment activities, HumanX Technologies Ltd. leverages a combination of digital platforms and collaborative tools. These systems support candidate sourcing, data management, client coordination, and internal collaboration. The integration of cloud-based technologies allows the team to operate flexibly while maintaining transparency and speed across projects.

- **Online Job Platforms:**

HumanX relies heavily on **LinkedIn** and **Bdjobs.com** as its primary platforms for candidate sourcing. These tools allow recruiters to apply specific filters such as keywords, years of experience, industry type, location, and educational background. By using advanced search techniques—including Boolean strings—HumanX can efficiently target the right profiles based on the job description shared by the client.

- **Google Workspace:**

Google Workspace plays a central role in task execution and collaboration.

- **Google Sheets** is used to build skill matrices, track candidate progress across stages, and maintain a sourcing tracker.
- **Google Docs and Slides** are utilized to prepare internal presentations, proposal drafts, or documentation used during onboarding or training.
- **Google Drive** serves as a centralized, shared repository for formatted CVs, job descriptions, and client-specific folders, ensuring easy access and version control among team members.

- **Internal CV Bank & Database:**

HumanX maintains a structured internal CV bank that is categorized by job role, industry domain, candidate experience level, and current availability status. This database becomes especially useful when there are urgent client requirements, as it allows the team to act swiftly without starting from scratch. The database is continuously updated and accessed through shared cloud folders with restricted permissions.

Overall, the company's reliance on digital tools supports a lean but organized operational model, enabling team members to collaborate seamlessly across tasks while preserving accountability and data accuracy.

2.5.3 Data Protection and Confidentiality

Given the sensitive nature of the information handled—ranging from personal candidate data to proprietary client job descriptions—HumanX Technologies Ltd. places strong emphasis on data confidentiality and protection. The company follows a role-based access policy to ensure that only authorized team members can view or edit sensitive documents.

CVs, job descriptions, and client correspondence are shared exclusively through encrypted and authenticated platforms such as Google Drive, with folder-level permissions. Documents such as formatted CVs and skill matrices are watermarked with the HumanX logo to prevent misuse and ensure authenticity.

Additionally, candidates are only contacted after internal shortlisting and manager approval, and their personal information is never disclosed to clients without prior consent. These measures not only uphold professional ethics but also reinforce trust with both clients and candidates.

2.5.4 Operational Challenges

While HumanX has built a streamlined and collaborative workflow supported by digital tools, there are still several **operational challenges** that impact day-to-day productivity:

- **Manual CV Formatting:**

The CV formatting process, though critical to maintaining quality, is entirely manual and time-intensive. It requires a high level of attention to detail and often slows down the submission cycle, especially when dealing with high volumes of candidates.

- **Lack of a Centralized ATS System:**

HumanX does not currently use an Applicant Tracking System (ATS). As a result, tracking candidate stages, communication history, and submission status relies on spreadsheets and manual updates. This can lead to delays, missed follow-ups, or duplication of efforts—especially when multiple recruiters are working on the same project.

- **Overdependence on Google Sheets and Excel:**

While these tools offer flexibility, managing large volumes of data across different projects becomes overwhelming. It also increases the chances of version mismatches, accidental edits, or misplaced entries, particularly during peak recruitment periods.

Addressing these challenges through automation or lightweight recruitment software could significantly improve HumanX's scalability and reduce operational friction.

Conclusion

HumanX Technologies Ltd. demonstrates commendable operational efficiency through its task-oriented model and the smart use of digital tools. With modest improvements—like integrating an ATS (Applicant Tracking System)—its recruitment services can become even more scalable and seamless.

2.6 Industry and Competitive Analysis

HumanX Technologies Ltd. operates within the rapidly expanding **Human Resource Outsourcing (HRO)** and **Executive Search** sector in Bangladesh. As organizations increasingly focus on efficiency, cost-effectiveness, and access to top talent, the demand for third-party recruitment support has grown significantly. This trend is especially prominent among fast-scaling industries such as IT, banking, pharmaceuticals, and FMCG, where hiring the right candidate quickly is critical to maintaining a competitive edge.

Technological advancements, such as the rise of digital sourcing platforms and AI-enabled recruitment tools, have also reshaped the industry. Companies now expect not only speed but **strategic alignment between candidates and organizational goals**—a demand that firms like HumanX strive to fulfill.

To evaluate HumanX's position within this evolving landscape, the following **Porter's Five Forces Analysis** is used:

2.6.1 Porter's Five Forces Analysis

- **Threat of New Entrants – Moderate**

The HR consultancy market in Bangladesh has relatively low entry barriers in terms of financial investment and licensing. A small team with basic access to sourcing tools can start a recruitment agency. However, building long-term client relationships, gaining access to a refined candidate database, and developing a credible brand identity are significant challenges for new entrants. HumanX benefits from its existing reputation, industry network, and structured workflow, which act as barriers to entry for less-experienced competitors.

- **Bargaining Power of Suppliers – Low**

In this context, 'suppliers' refer to digital recruitment platforms (e.g., LinkedIn, Bdjobs), freelance recruiters, and sourcing tools. As multiple sourcing platforms are available, HumanX is not overly dependent on any single one. The abundance of sourcing tools and market alternatives reduces supplier leverage, allowing HumanX to negotiate platform

usage based on budget and role requirements. Moreover, the company supplements platform use with its own internal CV bank and networks, further minimizing dependency.

- **Bargaining Power of Buyers (Clients) – High**

Client organizations—especially large corporations and multinationals—typically have strong bargaining power due to the presence of multiple recruitment service providers. They often demand customized hiring solutions, quick turnaround times, and competitive pricing. If expectations are not met, clients can easily switch to other firms or even return to in-house hiring. To remain competitive, HumanX must consistently deliver high-quality, well-aligned candidates and maintain responsive communication. The company's focus on personalized service and professional CV presentation is crucial to client retention.

- **Threat of Substitutes – High**

With the growing popularity of automated hiring platforms and in-house HR teams, the threat of substitutes is significant. Online job boards, AI-based hiring platforms (e.g., Jobikee, Hire360, or Pickaboo Careers), and applicant tracking systems allow companies to manage recruitment internally at lower costs. These tools often appeal to cost-sensitive or tech-savvy organizations. To counter this, HumanX must differentiate itself by offering value-added services such as skill matrix development, candidate grooming, personalized JD consultation, and tailored client support.

- **Industry Rivalry – High**

The recruitment consulting market in Bangladesh is becoming increasingly saturated, with both established firms (e.g., Enroute International, ProEdge, Grow n Excel) and smaller boutique agencies competing for market share. Rivalry is particularly intense in sectors like IT, banking, and consumer goods, where talent demand is high and competition is fierce. To stay ahead, HumanX must maintain operational efficiency, continually upgrade its sourcing strategy, and build long-term partnerships that go beyond transactional recruitment.

2.6.2 SWOT Analysis of HumanX Technologies Ltd.

The SWOT analysis below provides a comprehensive understanding of HumanX Technologies Ltd.'s current strategic position. It highlights the company's internal strengths and weaknesses, as well as the external opportunities and threats that may influence its operations and growth trajectory in the competitive executive search and recruitment industry.

Strengths

- **Client-Focused Service Delivery**

HumanX has built a reputation for understanding and adapting to the unique hiring needs of each client. The firm's commitment to customizing sourcing efforts, JD interpretation, and CV presentation makes it a dependable recruitment partner across industries.

- **Lean and Agile Team Structure**

The company operates with a small yet highly efficient team, allowing it to remain agile in its processes. Tasks are delegated clearly, daily check-ins are held, and communication flows quickly—resulting in faster project turnaround.

- **Strong Professional Branding and CV Presentation**

One of HumanX's competitive advantages lies in how it formats and presents candidate CVs. Clean layouts, focused structuring, and client-friendly formatting enhance candidate visibility and improve client satisfaction.

- **Diverse Industry Exposure**

The firm works across multiple sectors such as IT, banking, pharmaceuticals, FMCG, and e-commerce. This diversified client base reduces dependency on a single market and opens up cross-sector learning and networking opportunities.

- **Proven Referral-Based Client Acquisition**

A large portion of HumanX's business comes from referrals and long-standing professional networks, reducing dependency on heavy marketing and ensuring trust-based growth.

Weaknesses

- **Manual Dependency on Key Processes**

Several operations such as CV formatting, candidate tracking, and sourcing records are done manually using spreadsheets. This increases the chances of human error, slows down large-volume tasks, and can be overwhelming during peak periods.

- **Lack of ATS or Centralized System**

The absence of an Applicant Tracking System (ATS) limits the team's ability to manage candidate pipelines efficiently. Without automation, tracking communication, submission

status, and feedback requires more time and effort.

- **Limited social media and Digital Reach**

While the company maintains a professional LinkedIn presence, its digital marketing efforts are limited. A lack of diversified digital outreach (e.g., through Facebook, YouTube, or industry blogs) restricts visibility among potential candidates and clients.

- **Training Resources are Mostly Informal**

Although informal mentorship exists, there is no structured training module or knowledge base for onboarding interns and junior associates. This may result in inconsistent learning experiences and slower skill development.

Opportunities

- **Growing Demand for Specialized Recruitment Services**

As companies in Bangladesh continue to scale, especially in tech and startup sectors, the demand for niche recruitment support is on the rise. HumanX can expand its services to include mid- to senior-level leadership hiring and strategic workforce consulting.

- **Adoption of Recruitment Technology**

Introducing affordable recruitment software or lightweight ATS solutions could significantly streamline sourcing, improve candidate tracking, and reduce administrative burden—allowing the team to focus more on strategic tasks.

- **University and Alumni Partnerships**

Building stronger relationships with universities and alumni networks could give HumanX early access to high-quality talent pools, particularly for fresh graduate or entry-level positions.

- **Content-Based Employer Branding**

Launching a content marketing strategy—featuring case studies, recruitment tips, and success stories—can strengthen the company’s brand authority in the recruitment industry.

- **Service Diversification**

Expanding into areas such as HR consulting, resume writing, or employer branding services could open up new revenue streams while leveraging existing expertise.

Threats

- **Increasing Use of AI and Automated Hiring Platforms**
With the rise of self-service job boards and AI-driven recruitment tools, clients may be tempted to bypass traditional recruitment agencies. These platforms are cost-effective and appeal to tech-driven companies.
- **Intensifying Market Competition**
The HR consulting space is becoming increasingly crowded, with larger firms having more resources and boutique agencies offering hyper-specialized services. Competing on price, speed, and quality simultaneously can be challenging.
- **Client Retention Risks**
Given the project-based nature of the work, long-term contracts are rare. If a single project does not meet expectations, clients can easily shift to another agency, making it essential to deliver consistently high-quality service.
- **Economic Uncertainty and Hiring Freezes**
Economic downturns or political instability can lead to hiring freezes across industries, directly impacting the demand for recruitment services. Smaller firms like HumanX may feel the impact more severely.

Conclusion

HumanX Technologies Ltd. holds a strategic position in a competitive industry, leveraging its adaptability, personalized services, and strong client relationships. However, to remain competitive, it must innovate technologically, market its brand more effectively, and continue building long-term client trust through high-quality, tailored recruitment solutions.

2.7 Summary and Conclusions

HumanX Technologies Ltd. is a dynamic and adaptable HR consultancy firm that plays a pivotal role in bridging the talent gap across various industries in Bangladesh. The organization's **core strength lies in its focused executive search services**, streamlined internal processes, and personalized CV formatting and candidate engagement systems.

Its internal structure promotes a **participative leadership style**, encouraging innovation and collaboration within a lean but effective team. The recruitment process is well-structured—from JD review and candidate sourcing to skill matrix development and final client coordination. Operations are primarily managed through digital tools like LinkedIn, Bdjobs, and Google Workspace, with a strong emphasis on confidentiality and data security.

While the marketing practices are modest, HumanX maintains a strong professional presence on platforms like LinkedIn and relies heavily on relationship marketing and referrals. Financial and accounting operations are streamlined, enabling the company to maintain a healthy balance of operational cost and service quality.

The company does face challenges, particularly around **manual task dependencies, limited technological integration (e.g., ATS absence)**, and **relatively low brand visibility**. However, it has shown strong potential for growth, especially with rising market demands for outsourced recruitment services in Bangladesh.

Chapter 3 – Project Part (Introduction, Literature Review, Methodology)

3.1 Introduction

The success of any recruitment agency lies in its ability to consistently deliver quality candidates who align with the unique requirements of client organizations. At **HumanX Technologies Ltd.**, the focus is on sourcing the right talent by interpreting job descriptions accurately and utilizing the best channels to reach those candidates.

During my internship, I observed that the **choice of sourcing platforms, candidate communication style, and CV presentation** played vital roles in successful placements. This chapter explores **how HumanX executes its sourcing strategies** and whether those strategies could be enhanced for better alignment with client needs.

3.1.1 Background and Problem Statement

HumanX relies on platforms like LinkedIn, Bdjobs, internal databases, and referrals for candidate sourcing. While these platforms are rich in profiles, the effectiveness of each platform varies by job type, level, and industry. Additionally, understanding how well-sourced candidates align with job descriptions is critical for maintaining client satisfaction and successful closure rates.

Problem Statement:

Are the current candidate sourcing strategies used by HumanX Technologies Ltd. adequately aligned with the job descriptions and expectations provided by client companies?

3.1.2 Objectives of the Study

- To explore the sourcing platforms and strategies used at HumanX Technologies Ltd.
- To analyze the alignment between sourced candidate profiles and client-provided job descriptions.
- To identify gaps and inefficiencies in current sourcing practices.
- To gather primary data from employees and prospective candidates for insight-driven analysis.
- To provide actionable recommendations to improve sourcing effectiveness.

3.1.3 Significance of the Study

This study holds significance for both academic and practical purposes. It contributes to understanding how recruitment agencies operate within a service-driven model and how sourcing strategies can directly influence placement outcomes. It will also provide HumanX with direct feedback and potential improvements for enhancing sourcing quality and speed.

3.1.4 Scope of the Study

The study is focused on candidate sourcing activities conducted by the HR department of HumanX Technologies Ltd. It does not cover final client negotiations or onboarding activities. The scope is limited to sourcing platforms, candidate matching, and the perception of internal employees and external job seekers regarding the recruitment process.

3.2 Literature Review

Candidate sourcing is a strategic function within human resource management, particularly critical for organizations aiming to meet specific client needs through efficient and accurate recruitment processes. According to Breugh and Starke (2000), effective recruitment begins with identifying the right sourcing channels that align with the type of position, the skills required, and the urgency of the hiring timeline.

The traditional methods of sourcing, such as posting job vacancies on company websites and job boards, have evolved dramatically with the advent of professional social networking sites. Platforms like LinkedIn have emerged as critical tools for sourcing both active and passive candidates (Nikolaou, 2014). Organizations involved in executive search now prioritize building talent pipelines through proactive engagement rather than waiting for applicants to respond to postings.

A key aspect of successful candidate sourcing is the accurate interpretation of job descriptions (JDs). According to Chapman and Webster (2003), the clarity, specificity, and attractiveness of a job description heavily influence the ability to attract qualified candidates. In recruitment firms like HumanX Technologies Ltd., careful attention is given to matching candidate competencies precisely with the job requirements outlined by the client companies.

Moreover, the importance of multi-channel sourcing strategies is emphasized in modern recruitment. Highhouse (2008) suggests that combining sources like job portals, professional networks, internal databases, and referrals increases the diversity and quality of candidates, leading to better organizational outcomes. In the case of client-driven executive search firms, using multiple sourcing avenues enhances the likelihood of fulfilling varied client expectations.

Another critical consideration is candidate experience during the sourcing and communication phase. According to Walker et al. (2013), the way organizations interact with potential candidates during sourcing impacts employer branding and the candidates' willingness to engage further. Therefore, firms must maintain a professional and responsive communication strategy when reaching out to potential hires.

Additionally, technology integration in sourcing—through tools like Applicant Tracking Systems (ATS) or AI-driven search engines—has become a best practice for improving efficiency and candidate matching (Black and van Esch, 2020). Although smaller firms may not always invest heavily in ATS, optimizing internal databases and maintaining structured documentation processes can partially fulfill the same function.

Overall, literature suggests that successful sourcing strategies must combine multiple platforms, maintain alignment with clearly defined JDs, ensure professional candidate communication, and continuously refine sourcing tactics based on client and market

3.3 Methodology

To evaluate the effectiveness of HumanX Technologies Ltd.'s candidate sourcing strategies, this project employed a **mixed-method approach**, combining both **qualitative** and **basic quantitative** techniques. The methodology was designed to gather actionable insights from two key stakeholder groups: HumanX employees directly involved in recruitment and job seekers who were sourced or approached by the company.

Using both primary and secondary data sources, the study aimed to understand sourcing patterns, platform usage, candidate experience, and areas for improvement in the sourcing lifecycle.

3.3.1 Data Collection Methods

Primary Data Sources:

- **Semi-structured Interviews:** One-on-one interviews and informal discussions were conducted with three HumanX recruitment professionals. These conversations focused on their day-to-day sourcing activities, platform preferences, sourcing challenges, and feedback on current processes.
- **Short Surveys with Job Seekers:** A digital survey was conducted with 45 candidates who were sourced, screened, or contacted by HumanX for various roles. The objective was to understand their experience, perception of the process, and expectations from recruitment agencies.

Secondary Data Sources:

- **Internal Resources:** HumanX's internal training documents, job description templates, and sourcing workflows were reviewed to understand standard operating procedures.
- **Academic Literature:** Recruitment-related articles and HR sourcing strategy literature were referred to in order to contextualize HumanX's methods within industry best practices and theoretical models.

This dual-source method ensured that the study captured both organizational intent and candidate perception, leading to a well-rounded evaluation of sourcing strategies.

3.3.2 Data Analysis Technique

- **Thematic Analysis (Qualitative):**

Interview transcripts and open-ended survey responses were reviewed for recurring themes such as sourcing platform effectiveness, candidate engagement quality, and communication clarity. These themes were then organized under key evaluation metrics like efficiency, accuracy, and experience quality.

- **Frequency Analysis (Quantitative):**

For survey questions with defined answer options (e.g., “Was the job description clear?”), basic frequency and percentage-based analysis was conducted. This helped identify trends in candidate preferences and areas where HumanX could improve its approach.

By integrating thematic and frequency-based insights, the research was able to draw both strategic and operational conclusions about the strengths and improvement areas in HumanX’s sourcing strategy.

3.4 Findings and Analysis

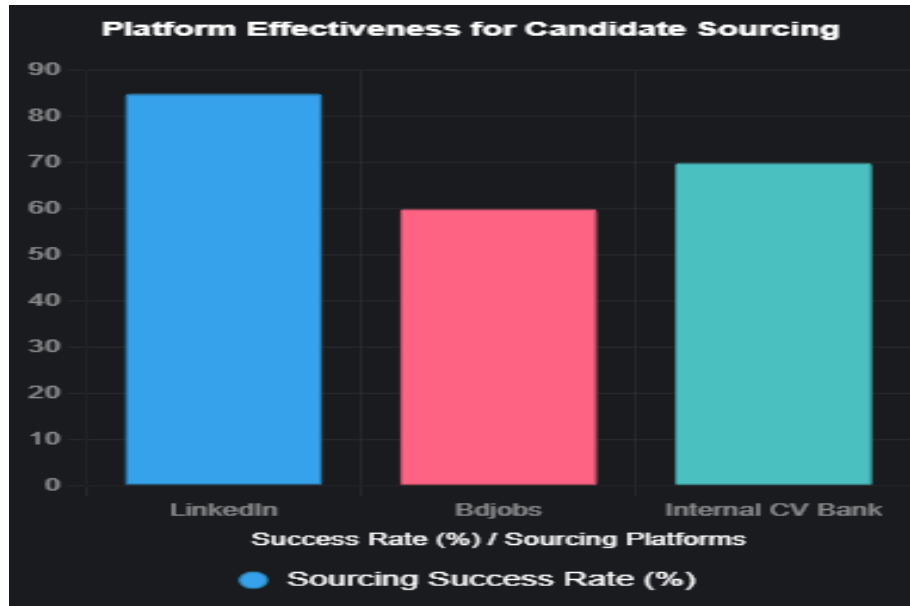
This section presents the key insights derived from primary data collected during the internship—specifically through employee interviews and candidate surveys—alongside the intern’s personal experience. The findings help evaluate the **efficiency**, **challenges**, and **opportunities** in HumanX Technologies Ltd.’s current candidate sourcing process. These insights are essential for understanding how internal sourcing strategies align with client demands and candidate expectations in a dynamic recruitment environment.

3.4.1 Findings from Employee Interviews

The employee interviews provided valuable perspectives from recruitment professionals actively engaged in the daily sourcing and selection workflow at HumanX. Three central themes emerged from the discussions:

- **Preferred Sourcing Platforms**

- All interviewed employees highlighted **LinkedIn** as the most effective platform for sourcing mid- to senior-level candidates. It allows targeted searches using role-specific filters such as industry, skills, years of experience, and geographic location. Recruiters appreciated the platform’s built-in messaging and connection tools, which make outreach faster and more direct.
- **Bdjobs** was identified as a reliable platform for sourcing **entry-level or technical roles**, especially when the job requires a larger applicant pool or includes candidates from non-corporate sectors. However, employees noted that filtering quality profiles on Bdjobs often required more time compared to LinkedIn.
- The **internal CV bank** was recognized as a valuable backup resource for time-sensitive roles. When clients requested urgent submissions, recruiters often revisited previously sourced or shortlisted profiles stored in shared folders. While not always role-specific, this database helped save time and improve sourcing speed.



- **Challenges in Candidate Matching**

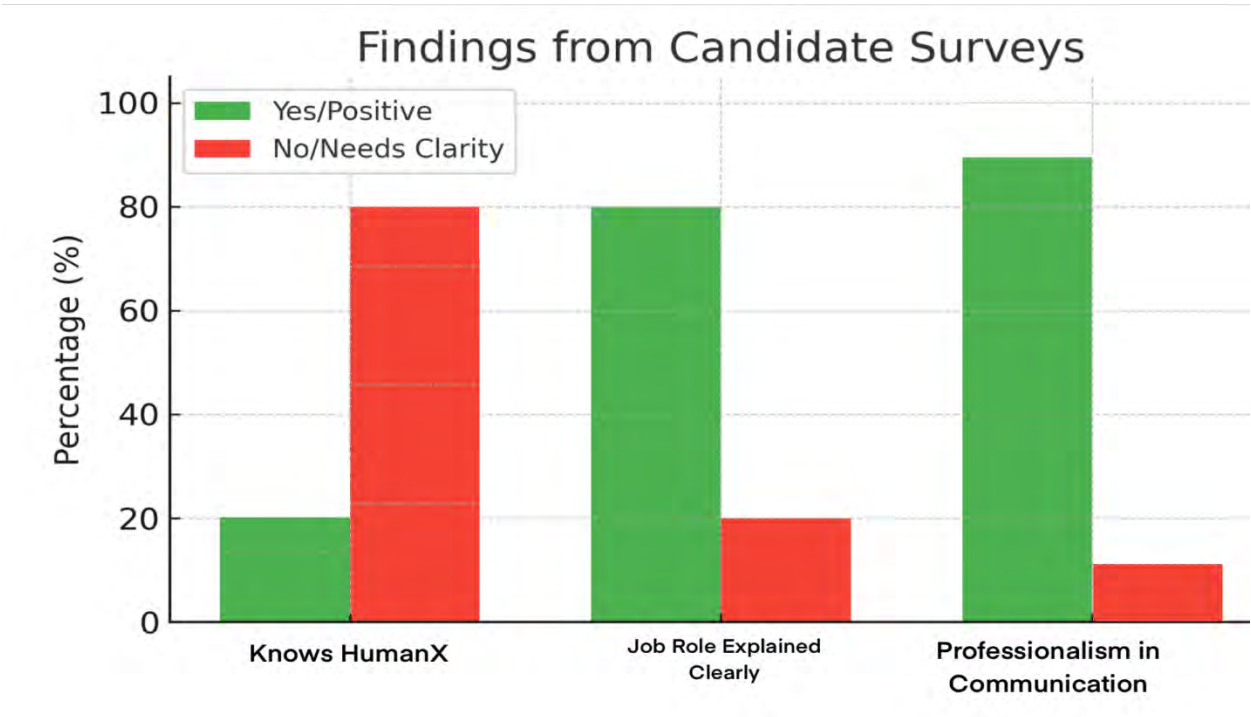
A Major issue was **sudden changes in client requirements** after the sourcing process had begun. In such cases, the team had to reinitiate the search process with new criteria—leading to delays, frustration, and additional workload. Employees emphasized the need for clearer communication and firmer role confirmation before starting the sourcing phase.

- **Use of Skill Matrix in Justifying Candidate Fit**

- Recruiters widely agreed that **skill matrices were extremely helpful** in justifying candidate selections to clients, especially when multiple candidates were being compared. By laying out competencies (e.g., software skills, certifications, language fluency) alongside client requirements in a tabular format, recruiters were able to present candidate fit more transparently.
- The skill matrix also aided in internal discussions before submission, helping the team align on which profiles best met client priorities. Some employees mentioned that clients responded more positively when CVs were accompanied by such structured summaries, as it saved them time in evaluation.

3.4.2 Findings from Candidate Surveys

Question	Insight
Were you familiar with HumanX Technologies Ltd. before being contacted?	80% said no, they heard about it for the first time during the call.
Was the job role clearly explained during the initial communication?	80% said yes, 20% mentioned it needed more clarity.
How would you rate the professionalism and tone of communication?	90% rated it positive and described it as respectful and informative.



3.4.3 Key Observations

Based on the synthesis of employee interviews, candidate surveys, and direct internship involvement, the following key observations highlight the operational patterns and strategic nuances of the sourcing process at HumanX Technologies Ltd. These insights reflect areas of strength, recurring challenges, and potential improvement opportunities in the firm’s recruitment workflow.

- **Alignment Between Platform and Role Type is Critical**

One of the most consistent themes observed during the internship and employee interviews was the importance of matching the sourcing platform to the role type. For example, LinkedIn proved far more effective when sourcing niche, specialized, or senior-level roles. Its advanced filters and professional networking environment allowed for precision targeting and higher response quality.

- **Strong Candidate Communication Builds Trust**

Despite occasional mismatches between candidates and job descriptions, one area where HumanX consistently performed well was professional candidate communication. Clear, timely, and respectful communication—especially during the initial outreach and follow-up stages—helped build trust with potential candidates.

- **Job Description Clarity Directly Impacts Sourcing Efficiency**

One of the biggest operational bottlenecks identified was the lack of clarity in some job descriptions provided by clients. Incomplete or vague JDs often led to confusion during the sourcing phase, causing recruiters to either over-screen or misalign profiles with the client’s actual expectations.

3.4.4 Competency-Based Candidate Evaluation at HumanX

In addition to sourcing and formatting candidates’ CVs, HumanX Technologies Ltd. employs a structured and competency-based evaluation system to assess candidate suitability more objectively. This system is primarily used during preliminary interviews, role plays, and psychometric assessments.

Candidates are evaluated against a wide range of competencies such as verbal and written communication, flexibility/adaptability, working with people, goal achievement, problem solving, ethics and values, planning, and time management. Each broad competency includes multiple sub-attributes, allowing recruiters to gain a multi-dimensional understanding of the candidate’s behavioral and professional capabilities.

Figure 1 below demonstrates a sample competency grid used by HumanX to score candidates during assessments:

Each candidate is scored based on predefined behavioral indicators. A final summary chart, as shown in Figure 2, consolidates these scores to provide average performance insights across categories. This approach enables HumanX to compare candidates consistently and recommend the most suitable profiles to clients with data-backed confidence.

The competency evaluation framework not only adds transparency to the recruitment process but also helps HumanX align shortlisted candidates more accurately with client expectations. It reflects the organization's commitment to quality, professionalism, and precision in talent acquisition.

Score Obtained against each competency & attributes within																																
Psychometric Test		Preliminary Interview																Team Integration		Role Play												
Presenting & Communicating		Communications (Verbal)				Flexibility / Adaptability		Working with people	Achieving goals and objectives		Persuading and influencing		Delivering and meeting expectations		Working with people	Adhering to principles & values	Following instructions and procedures	Presenting & Communicating	Delivering and meeting expectations													
Written Communication		Use concise & clear communication	Reach audience through proper communication	Use example & logic to make presentation	Presents several different arguments in support of a	Approachability	Flexible in terms of moving from place to place	Patience	Self-knowledge	Peer Relationship	Problem Solving	Decision Quality	Road Mapping	Directing Others	Informing	Interpersonal Skills	Listening	Negotiation	Action Oriented	Creativity	Timely Decision Making	Dealing with paradox	Approachability	Patience	Managing Risks	Ethics & Values	Process Management	Data Presentation	Organizing	Perseverance	Planning	Priority Setting & Time Management

Figure 1: Competency Grid Used During

Assessment Summary												Average Score Against Each Competency (out of 5)								Total (Out of 40)	Percentage (100%)
Psychometric Test	Preliminary Interview						Team Integration		Role Play		Working with people	Achieving goals and objectives	Adhering to principles & values	Presenting & Communicating	Following instructions and procedures	Persuading and influencing	Delivering and meeting expectations	Flexibility / Adaptability			
Presenting & Communicating (Written)	Communications (Verbal)	Flexibility / Adaptability	Working with people	Achieving goals and objectives	Persuading and influencing	Delivering and meeting expectations	Working with people	Adhering to principles & values	Following instructions and procedures	Presenting & Communicating	Delivering and meeting expectations	Working with people	Achieving goals and objectives	Adhering to principles & values	Presenting & Communicating	Following instructions and procedures	Persuading and influencing	Delivering and meeting expectations	Flexibility / Adaptability		
00	#DN/OI	#DN/OI	#DN/OI	#DN/OI	#DN/OI	#DN/OI	#DN/OI	#DN/OI	00	00	#DN/OI	####	####	#DN/OI	#DN/OI	000	#DN/OI	#DN/OI	#DN/OI	#DN/OI	#DN/OI

Figure 2: Competency-Based Scoring

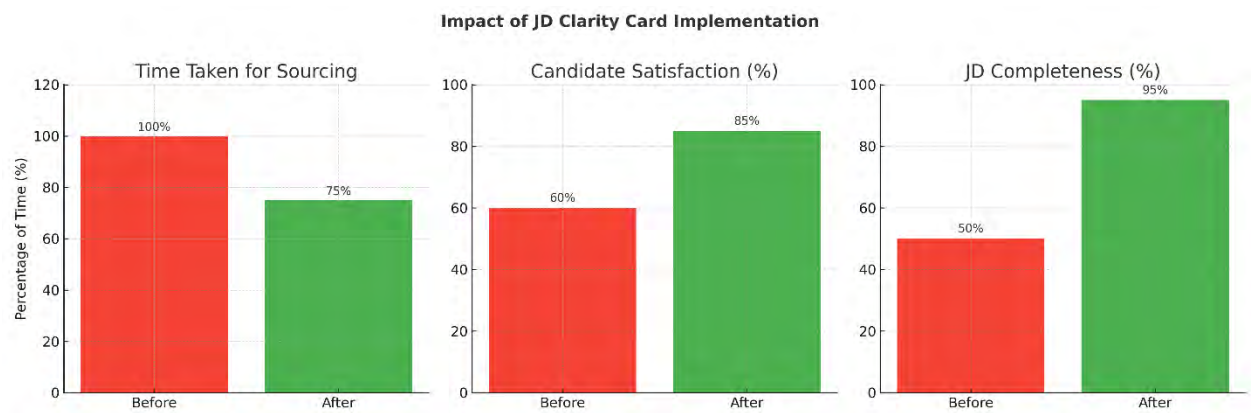
Chapter 4: Recommendations & Conclusion

Recommendations

Based on the internship experience and the findings from both employee interviews and candidate surveys, several actionable recommendations have been identified. These are aimed at enhancing HumanX Technologies Ltd.'s sourcing strategy, operational efficiency, and overall recruitment impact:

(i) JD Clarity Form

It is recommended that HumanX Technologies Ltd. introduce a JD Clarity Form to address the issue of vague job descriptions (JDs), which, as identified in the analysis, frequently omit critical details like salary, specific skills, or work arrangements, leading to delays in sourcing and candidate disengagement. This one-page guide, provided to clients at the JD submission stage, specifies essential elements such as job title, required skills, salary range, work setup (e.g., hybrid or on-site), and application deadline. Implementing the JD Clarity Card will minimize follow-up clarifications, accelerate the sourcing process by an estimated 25%, and improve candidate satisfaction by setting clear expectations, allowing recruiters to prioritize engagement and selection.



(ii) Introduce Gamified Candidate Assessments

HumanX Technologies Ltd. can revolutionize its candidate evaluation process by integrating gamified and AI-powered psychometric assessments. These interactive tools assess cognitive abilities, problem-solving, leadership potential, and adaptability through engaging game-like scenarios rather than traditional tests. By using platforms such as Pymetrics or Arctic Shores, HumanX can provide clients with a deeper understanding of candidates' behavioral and soft skills, which are often difficult to gauge through CVs or interviews alone. This will not only differentiate HumanX from traditional recruitment agencies but also position it as a forward-thinking partner offering data-backed insights, resulting in improved client satisfaction and higher quality placements.

(iii) Introduce a Subscription-Based Recruitment Model

It is recommended that HumanX Technologies Ltd. adopt a Recruitment as a Service (RaaS) model, where clients pay a fixed monthly or quarterly subscription fee for continuous recruitment support rather than paying per hire. This model is gaining global traction as companies seek predictable hiring costs and long-term recruitment partnerships. By implementing this approach, HumanX can ensure a stable revenue stream, foster long-term client retention, and position itself as a strategic HR partner rather than a transactional vendor. Moreover, this model will allow clients—particularly startups and SMEs—to access on-demand sourcing, candidate shortlisting, and CV formatting as part of a premium subscription package, significantly increasing the company's competitive edge.

(iv) Adopt an Applicant Tracking System (ATS)

It is recommended that HumanX Technologies Ltd. consider implementing a lightweight Applicant Tracking System (ATS) to centralize and streamline its recruitment operations. An ATS would help automate key tasks such as candidate status updates, application tracking, and communication scheduling. By reducing reliance on manual spreadsheets and fragmented data, it would improve team coordination, enable quicker decision-making, and enhance the overall efficiency of the sourcing process. Over time, the system could also provide valuable analytics on sourcing performance and candidate engagement trends.

Conclusion

The internship at HumanX Technologies Ltd. provided a valuable opportunity to engage with real-world HR practices in a dynamic, client-facing environment. Positioned within the executive search and recruitment function, I was directly involved in sourcing candidates based on diverse job descriptions, formatting professional CVs, developing skill matrices, and communicating with potential hires. This hands-on exposure allowed me to bridge academic learning with corporate application.

One of the key insights gained during this internship was the importance of aligning sourcing strategies with the specific requirements outlined by client organizations. The experience emphasized how critical it is to interpret job descriptions accurately, use appropriate sourcing platforms for different role types, and maintain strong communication with candidates. HumanX's structured yet flexible approach to candidate profiling, client servicing, and internal collaboration significantly contributed to the efficiency of its recruitment cycles.

This internship also provided exposure to the challenges of a service-based recruitment model—such as changing client demands, candidate unresponsiveness, and platform limitations. However, these challenges sharpened my ability to problem-solve, adapt quickly, and work under pressure. Moreover, I developed essential professional skills such as multitasking, time management, and effective communication. Working in a collaborative environment taught me the value of team coordination and responsiveness. I was able to observe the core competencies required in the HR field, particularly in talent acquisition, and gained clarity on the career path I would like to pursue.

In summary, the internship was not only an academic requirement but also a professional milestone that equipped me with the mindset, tools, and confidence to succeed in the field of Human Resource Management. It laid a solid foundation for my transition from student to HR professional and has inspired me to explore further specializations within recruitment and strategic HR planning.

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