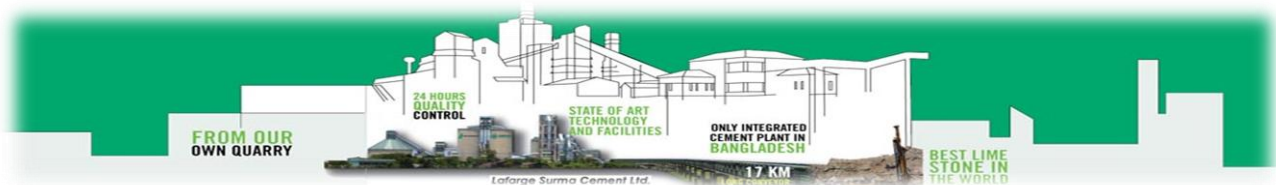


INTERSHIP REPORT



CRITICAL ANALYSIS ON RECRUITMENT & SELECTION PROCESS OF LAFARGE SURMA CEMENT LIMITED



Lafarge Surma Cement Ltd.

A company of **LAFARGE** and **CEMENTOS MOLINS**

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Course: BUS 400 (Internship)

Date of Submission:

31st August 2016



Letter of Transmittal:

Md. Tamzidul Islam
Assistant Professor
BRAC Business School
BRAC University

Subject: **Submission of Internship Report on Lafarge Surma Cement Ltd**

Dear Sir,

With great pleasure, this is to inform you that I have completed my three months internship program in Lafarge Surma Cement Ltd (LSC) which is a requirement of the course BUS-400. So, I would like to take this opportunity to thank you for the support and assistance you have provided me during this endeavor. Without your guidance, this report would have been a difficult task to complete.

In this report, I have focused on the HR management of LSC and analyzed different aspects of recruitment system of the company. Furthermore, some recommendations have been provided based on my observation on the company during the last three months. I am ready to express regret for any mistake that may occur in the report despite my best effort.

I would really appreciate it if you enlighten me with your views regarding the report and also provide me a suitable session for viva.

Thank you again for your support and patience.

Yours Sincerely,

Tasnim Tarannum
ID: 12204046
BRAC Business School
BRAC University



Acknowledgement

'It is not possible to complete a report without genuine assistance and cooperation of few legends. This one is certainly no exception.'

I would like to extend my sincere obligation to the HR team of Lafarge Surma Cement Ltd and to those people who helped me during my three months of internship. Without their active support, encouragement and cooperation, it would not have been possible to accomplish this enormous task.

My heartfelt thanks to **Md. Tamzidul Islam** (Assistant Professor), who became my academic supervisor and provided me proper guidance for writing this report. He gave his valuable time to check the draft and provided me effective feedbacks, because of which I could successfully complete the report within time.

I am grateful to my on-site supervisor **Tanzir Ahmed Choudhuri** (Executive-Talent Acquisition and HR operations) who continuously encouraged and assisted me in learning diverse activities during this endeavor. He taught me different functions of HR department and assigned me in challenging HR activities over the past three months.

In addition with that, there are some people in the head office of Lafarge Surma Cement Ltd who were extremely helpful. **Afsana Ferdoush** (Executive-Compensation & Benefits and HR systems) and **Shamima Ahsan** (Talent and OD specialist) enlightened me with different HR theories and shared on how the company implements such theories. Moreover, few people from other departments and the support staffs of the company were truly cooperative.

I am also grateful to **Arif Ghani**, lecturer of BRAC Business School for his relentless support and assistance he provided me during my internship period and for sharing his valuable views on multiple HR operations, which motivated me to choose this field as my career.

At last but not least, with deep sense of devotion I acknowledge my family members who supported me morally as well as economically to accomplish this three months of internship in a well reputed multinational company.

Regards,

Tasnim Tarannum

BRAC Business School

BRAC University



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Executive Summary:

Under the guidance of Tanzir Ahmed Choudhuri (Executive-Talent Acquisition and HR operations) and Md. Tamzidul Islam (Assistant Professor-BRAC Business School), this report has been prepared to analyze the recruitment process of Lafarge Surma Cement (LSC), which is a joint venture of Lafarge of France and Cementos Molins of Spain.

In Chapter 1, I mentioned the purpose of producing this report, which is to depict the actual corporate experience and to present it. Few limitations that I faced during my internship and the methodology for collecting the information have also been provided. In the chapter 2, I have written about the emergence of LSC, the specific vision and commitments embedded in the company's culture and its contribution in overall country's economy. Short descriptions of the products and their unique characteristics have been provided. Furthermore, I discussed about the current shareholders and the head office management team. Moreover, I mentioned about the company's different corporate social responsibilities and health and safety activities. Since my major was HRM, in Chapter 3, I tried to define human resource management from my perspective as well as from other specialist's perspectives. The chain of command of the HR team has been shown in a diagram and brief descriptions of each position have been given. As I worked in recruitment sector of LSC, so I conducted a detailed study on this process of the company and mentioned about the specific activities during my internship period. Additionally, I have reflected on internship, to discuss the skills and knowledge I acquired and various aspects of my self-development.

At the end, I have provided a number of recommendations based on my observations on the recruitment process of the company. The observed factors can be improved through the solutions I have provided. This is the most important part of the report because it actually reflects how well I analyzed the process, identified problems and suggested measures to solve the mentioned discrepancies.



CHAPTER 1: INTRODUCTION



Figure 1: 17 km long conveyor belt for transporting limestone in LSC plant, Chattak



Introduction:

Cement is one of the most important elements of concrete and functions as a binding material. Throughout history, such binding properties of cement had played a vital role in the process of civilization. Before invention of this material, crushed masonry aggregate was mixed with calcium oxide as binder. This product was used widely in the ancient world. Then the Egyptians used calcined gypsum as cement. The Greeks and Romans used lime made by heating limestone and then mixed it with sand to make mortar. Basic raw materials of Cement are lime (Calcium Hydroxide), Silicate, Belite, Alite, Celite, Brownmillerite. Hydraulic cement is also known as Portland cement, which is used the most. There are many other types of cement as well. In the civilized world, cement is a necessary product for construction works and to build infrastructures. (Cement, 2016) The Cement industry of Bangladesh is growing rapidly and by far the 40th largest in the world.

1.1 Objective of the Report:

It is the requirement of BRAC University to complete the course BUS-400: Internship in order to complete the BBA degree and obtain the graduation certificate. Being a student of BRAC Business School, my internship started in Human Resource department of Lafarge Surma Cement Ltd's head office. The primary objectives of this report are as follows:

- To get hands on experience by working in a practical environment and relate the theories learned in the classroom with actual work environment; in order to understand how the theories actually work. This ensures that we do not solely depend on the bookish knowledge; rather our concepts get broadened and clarified.
- To learn specific aspects and engage in recruitment and selection process of a company and gain in-depth knowledge of this field.
- To provide few recommendations on the recruitment and selection process after careful observation of the company over the last three months.



1.2 Methodology:

Primary Source:

- For preparing this report, information were collected from few people in the head office of Lafarge Surma Cement. These people are **Tanzir Ahmed Choudhuri, Afsana Ferdoush and Shamima Ahsan.**
- The knowledge earned about the company's culture, policies, rules and systems during three months are the core sources of this report. Personal experience was the main driver of the recommendations those have been provided in the later part of this report.

Secondary Source:

References from documents of LSC and from other reports, which were prepared by former interns, have been taken. However, the observations and recommendations provided are solely based on the observation of the company. Moreover, there is plenty of information available on the internet and company website which has been verified and then used in the report.



1.3 Limitations:

There were some limitations, which were faced during the course of report preparation. These are as follows:

- Lafarge Surma Cement Ltd maintains strict policy regarding its disclosure of information. For this, although interviews of few employees were taken, they could not share any confidential data and information regarding company's operations.
- The department had strict instructions about not using any confidential data or files for the purpose of the report. The IT department took strict measures to ensure that none of the documents/ files can be transferred from the company's personal hardware. All the documents that have been used for this report have been taken prior to special permission from the office supervisor.
- While doing the internship, the management did not appoint any complex assignment to me, for which my learning scope was limited. Furthermore, for being placed in head office, it was not possible to assess the recruitment process of plant in Chattak, Sunamganj. This has narrowed scope of observation further.
- The information collected from secondary sources is very limited and required authentication and validity.



CHAPTER-2: COMPANY PROFILE



Figure 2: LSC Plant in Chattak, Sunamganj



2.1 History of Lafarge Surma Cement :

During the 80s, the country required massive infrastructure development. The construction and real estate industry were booming and thus imported cement was not a feasible option. During the 90s, a Bangladeshi visionary planned to create a cement company at the north east side of Bangladesh for some strategic reasons-sourcing of raw materials from Meghalaya, access to the river Surma and prevailing road and railway transport network for logistic issues. After his careful study, he started the formalities for project management in Bangladesh-India and started land acquisition. After he passed away in 1995, his predecessors planned to involve with a joint venture partner who will bring not only adequate finance, but also in-depth knowledge, know-how and technology of cement production which was rare at that time in Bangladesh. (Lafarge Surma Cement Limited, 2016) In the process, world's number one cement manufacturer Lafarge of France came into the project as majority shareholder and took over the management of the project. In 2002, another major player, Cementos Molins of Spain joined Lafarge as an equal equity partner. (Lafarge Surma Cement Limited, 2016). It has been financed by a number of leading Bangladeshi business houses, International Finance Corporation (IFC), The World Bank, the Asian Development Bank (ADB), German Development Bank, European Investment Bank (EIB) and the Netherlands Development Finance Company.

Lafarge Surma Cement Ltd. was incorporated on 11th November 1997 as a private limited company in Bangladesh under the Companies Act 1994. Later, in 2003 Lafarge Surma Cement was converted to a public limited company. In November 2000, the two Governments of India and Bangladesh signed a historic agreement through exchange of letters in order to support this unique cross border commercial venture and till date it is the only cross border industrial venture between the two countries. The plant of Lafarge Surma Cement, which is located in Chhatak Sunamganj is the only fully integrated dry process cement plant in Bangladesh. It sources its primary raw material limestone from its own quarry in Meghalaya, India, which has one of the best quality limestone deposits in the world. (Company profile, 2016) . Using 17 km long conveyor belt, the limestones are collected, to produce premium quality clinker (a semi finished product needed to produce cement) and cement.



2.2 Contribution of the company in Bangladesh's economy:

By supplying clinker to other cement producers in the market and through import substitution of clinker, Lafarge Surma Cement helps the country to save USD 65-70 million worth of foreign currency per year. The Company also contributes around BDT 1 (one) billion per annum as government revenue to the national exchequer of Bangladesh. About 5,000 people depend on the business directly or indirectly for their livelihood. Apart from these, the company also contributes to the sustainable development of the society, economy and environment through its Corporate Social Responsibility initiatives in the area of education, health, employment generation, infrastructure development and environmental management.

2.3 Vision for the future:

The company's vision is to be the undisputed leader in building materials in Bangladesh through:

- Bringing Excellence in all areas of operations with world class standards
- Harnessing strengths as the only cement producer in Bangladesh
- Achieving Sustainable growth that respects the environment and the community

On 7th April 2014, Lafarge and Holcim announced a merger project to create LafargeHolcim. Lafarge and Holcim had formally notified the European Commission of their proposed merger in order to obtain regulatory approval. With this notification, Holcim and Lafarge have completed all necessary notifications with regulatory authorities worldwide and thus merged on 10th July, 2015. However, decision regarding the merging of operations of LafargeHolcim in Bangladesh has not yet been taken by the officials. (Murtuza, 2015)



2.4 Commitments:

- Offering highest quality of product and services that exceed customers expectation
- Giving employees an enabling environment that nurtures their talents and opportunity to give the best for the organization
- Contribute to building a better world for our communities
- Delivering the value creation that the shareholders expect.

2.5 Products:



Figure 3: Products of Lafarge Surma Cement

➤ Supercrete:

It is the only multipurpose limestone cement in Bangladesh that has early strength and setting; the name came from *Superior* and *Concrete*. It is especially suitable for building's foundation, slabs and for big projects like bridge and flyovers. Following are the unique characteristics of the cement:

- Consistent Quality
- Early strength and setting
- Good Workability
- Superior Finish
- Lighter Color



➤ **Powercrete:**

By ensuring durability of the structure, powercrete is used mainly for buildings in coastal regions which are prone to high salinity. It is a multi-purpose cement that is available in bulk quantity to be used in building's foundation, slabs and in heavy constructions.



2.6 Shareholders:

Following are the shareholders of the company. The list shows the names and percentage of share hold.

- Surma Holdings : 58.87% (Jointly hold by Lafarge S.A and Cementos Molins)
- Sinha Fashions Ltd. : 3.02%
- Islam Cement Ltd. : 2.75%
- Other Shareholders : 35.36%

(Shareholder Information, 2016)

2.7 Head Office Management Team:

At present, there are around 170 employees in the LSC head office including management and non-management staffs. There are ten departments in total, each governed by the directors. Decisions regarding the company are taken through meeting by the members of the Executive Committee. The chain of command has been shown below.



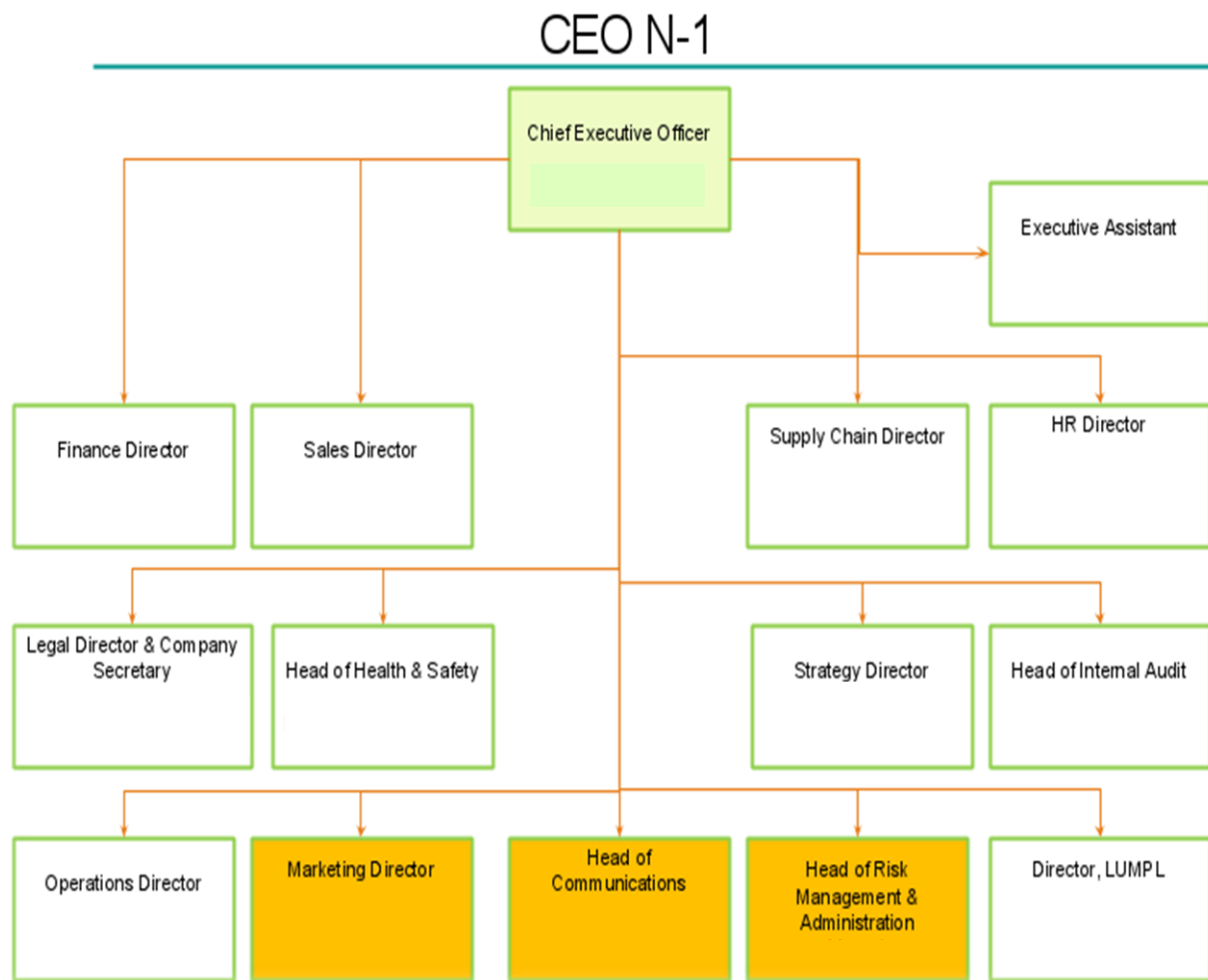


Figure 4: Organogram of LSC (Chain of Command)

(Source: Lafarge Surma Cement PPT)

The Executive Assistant provides support to the Chief Executive Officer (CEO) regarding any schedule/meeting. Supply Chain Director, HR Director, Finance Director and Sales Director directly reports to the CEO. Head of Health and Safety oversees the overall health management of the company's employees and responsible for implementing various health related programs. There is a doctor in the company for looking after health related problems of employees. The Marketing Director, Head of Communications and Head of Risk Management & Administration also reports to the CEO while the Operations Director oversees the plant's operations in Chattak, Sunamganj. Director of LUMPL (Lafarge Umiam Mining Private. Ltd, a company incorporated in Meghalaya, India and a wholly-owned subsidiary of Lafarge Surma Cement Ltd) manages its operation.



2.8 Corporate Social Responsibilities:

The company has been working on large variety of CSR activities around its plant at Chhatak and its quarry in Meghalaya. Lafarge Surma Cement is committed to ensure sustainable development of the economy, community and environment; therefore, it is involved in following CSR activities:

- Providing healthcare services
- Working for primary education
- Developing local infrastructures

The company's **Community Development Center (CDC)** is located beside the plant and is the hub of all its community development activities. There is a primary school, where children can receive free education up to class five; a medical centre, where people can receive free medical services and medicines; also a training center, where both men and women are provided skill development trainings for employment and income generation. Five "**Lafarge Surma Sub-Centers**" are located in remote villages to serve the people who cannot access the benefit of the CDC. Through these centers, the company provides its community development services to more than 26,000 people. (Corporate Social Responsibility, 2016)

2.9 Health and Safety:

Health and Safety has always been the number one priority for Lafarge Surma Cement and embedded as one of its core value. Every year, the company undertakes various programs in the Health & Safety month to ensure employees are encouraged and inspired all the time to take proper care of themselves and their colleagues. Employees with organized work desks and good safety behavior are rewarded so they are always motivated to maintain such practices. Personal Protective Equipments (PPE), holding hand rails, good and tidy housekeeping, not going for the shortcuts etc. have been declared as compulsory for every person working with the company. (Health and Safety, 2016). The ultimate goal of Lafarge Surma Cement is to be the champion in the field of safety. The company is committed to create the best possible healthy and safe work environment for the employees. (Health and Safety, 2016).



CHAPTER-3: INTERNSHIP

ACTIVITIES IN LAFARGE SURMA

CEMENT



Figure 5: LSC conveyor belt from LUMPL



Human Resource Management

In any company, Human Resource department manages the organization's human capital. I was placed in this department where I got the opportunity to learn the key functions of HRM as well as how the department contributes towards company's success by managing the human asset.

The term **Human Resource** has been defined by different specialists in various number of ways. Leon C. Megginson, specialist of Human Resource has defined the term as knowledge, skills, creative abilities, talents, and attitudes obtained in the population; from the view-point of the individual enterprise, they represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitude of its employees' (Chand).

Human Resource Management is all about managing employees of an organization. It is a function that is designed to maximize employee performance in service of an employer's strategic objectives. HR departments and units in organizations typically undertake a number of activities which includes hiring, performance management, compensation, organization development, safety and wellness, benefits, employee motivation, communication, administration, and designing training for employee's development. (Human Resource Management, 2016). HR also concerns itself with organizational change and industrial relations; it tries to balance organizational practices with requirements arising from collective bargaining and from governmental laws.

Previously, HR department of a company was only responsible for traditional personnel, administration, and transactional roles, which are now increasingly outsourced. But in recent years recognition of the importance of human resources management to a company's overall health has grown dramatically.

HRM is now expected to add value to the strategic utilization of employees and that employee programs impact the business in measurable ways. The new role of HRM involves strategic direction and HRM metrics and measurements to demonstrate value.



3.1 HR Department:

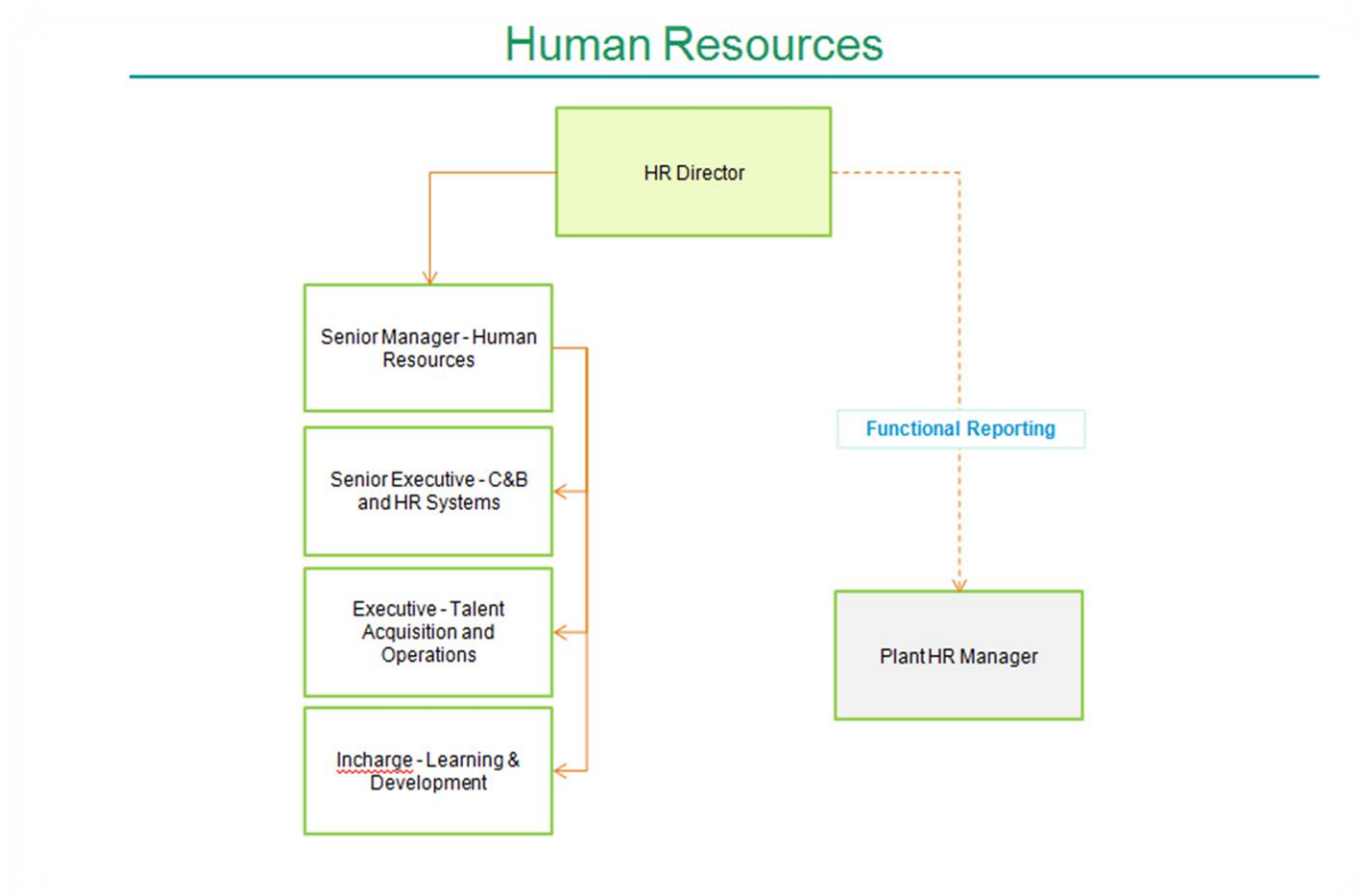


Figure 6: Human Resource Department

This is the chart showing the positions and job titles of the HR department in the company. In the Head Office, all the four subordinates directly report to HR director. In plant, Plant HR Manager is reporting to HR director.

Senior Manager of Human Resources plays multiple roles, including leader, negotiator and communicator. He supervises other executives, **sets objectives** for them and establishes the goals that they need to reach. The manager is also responsible for **organizing** tasks and arranging the right roles for the right people. Motivating and communicating with the team in order to achieve the desired objectives is also the duty of the manager.



An **Executive-Talent Acquisition and HR operation** oversees the hiring process and coordinates all head hunting services like preparing employment contract, fitment, offer and placement. The Executive also manages HR records and Files along with employee insurance lists. An **Executive-Compensation & Benefits and HR system** looks after compensation and employee benefit and coordinates the whole Human Resource System. **Talent and OD specialist** is responsible for arranging training of different kinds for employees. E.g. new-employee orientation, professional-skills training, customer-service training, sales-and-marketing training, and health-and-safety training are usually arranged for employees. Maintaining documentation of training related reports, administering yearly performance appraisal and supporting Succession planning for career development are the key responsibilities of this position.

In plant, under plant HR Manager, there are **Executive-Employee Relations** and **Executive-Learning and Development**. Executive-Employee Relations supervises relations with labors, since there is huge number of workers employed in the cement manufacturing plant in Chattak, Sunamganj. On the other hand, Executive- Learning and Development is accountable for facilitating educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of workforce.



3.2 Recruitment and Selection in Lafarge Surma Cement:

Manpower planning, which is also called Human Resource Planning consists of putting right number and right kind of people at the right job at the right time through which an organization can achieve its objectives. **Recruitment** is the initial process of staffing and therefore involves locating, identifying and attracting a sufficient pool of candidates from which suitable candidates will be selected as employees. Recruitment can also refer to the processes involved in choosing individuals for unpaid positions, such as voluntary roles or unpaid trainee roles. Managers, human resource generalists and recruitment specialists may be tasked with carrying out recruitment, but in some cases public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies are used to undertake parts of the process. (Recruitment, 2016).

In Lafarge, I assisted Recruitment and Selection and thus observed these processes closely. There are some certain steps involved in the process:

- Requirement for any position from the particular department is placed, approved and an Employee Requisition Form is issued to the HR.
- Job is posted internally or curricula vitae are sorted from head hunting firms. Curricula vitae that do match the position's requirements are shortlisted and called for initial interview.
- Once the initial interview is taken, selected candidates are called for final interview with the functional head and human resource director.
- Selected candidate is given a conditional job offer; once the candidate accepts it, he/she is sent for a medical assessment.
- If the candidate is fit for work, permanent job offer is placed and other documents are prepared in order to select the new employee for the company.



Recruitment can be of two types:

- Internal Recruitment
- External Recruitment

For **Internal Recruitment**, Curriculum Vitae are sorted from:

- Internal Job Posting
- Referrals from existing employees

For **External Recruitment** Curricula vitae are sorted from:

- Head Hunter Firms
- Advertisements in job sites

The interview has two steps:

- Initial interview
- Final Interview

New joiners are given an induction to get introduced with the company, its culture, environment and systems, to get familiarize with the respective departments and existing employees and understand the responsibilities of the position. A short health and safety briefing is given so that the employee is aware of what is to be done in case of a fire alarm/environmental disaster.

For plant, the new employee is required to visit the plant situated in Sunamganj and take a tour of the site. During the tour, the employee has to follow all safety guidelines and take all safety measures.



3.3 Specific Responsibilities:

I was placed under **Executive-Talent Acquisition and HR operations**. So I was mainly responsible for assisting the overall recruitment process and facilitating the new joiners of the company. Furthermore, I was assigned various activities by the **Executive-Compensation & Benefits and HR systems** and **Talent and OD specialist** to help them in fulfilling their designated roles and responsibilities.

Following were the duties of recruitment processes, which I coordinated, and assisted being under my supervisor:

- **Assist HR team with employee file management:**

In the company, every employee has separate files in which all his/her necessary documents are collected and stored for records. Also, when any new employee joins, there are some documents which must be submitted to the company, so collecting and arranging all the papers of the file in correct order for HR department was part of my responsibility.

- **Candidate calling:**

When the date of interview is set, the candidate must be informed beforehand about the date, time and venue of the interview, so they can come and face the test. Calling and informing the shortlisted candidates was one of my tasks of internship.

- **Interview scheduling:**

One of the main functions of recruitment process is to schedule interviews of the candidates who have been shortlisted. So the date of interview had to be set, the candidates had to be called up and interviewers had to be informed about the interview. All these activities I coordinated to ensure that these are carried out conveniently.



- **Preparing induction plans for new joiners:**

When a new employee joins the company, an induction plan must be prepared for him so that he gets an overview of the company, gets introduced with respective team and department heads in order to ensure fluent transition of the employee into the company. So I was responsible for scheduling proper induction plans for the new joiners.

- **Coordinating all employee related activities:**

HR has various functions, and an organization's employee must assist in all these activities to ensure that organization runs efficiently and complies with all the rules and regulations. It must be ensured that HR personnel are following all the terms and guidelines given in the company policy. E.g. when an employee is leaving the company, there are certain procedures those must followed (filling the exit interview form and taking clearance from all departments). Moreover, creating ID card request form and visiting card holder's requests are also required for new employees. I was assigned these activities during my internship.

- **Updating and maintaining different files:**

HR department has to maintain and continuously update few files those are related with employees and must store these for different functions e.g. updating the recruitment status file every week, preparing the advanced income tax list and employee insurance file were my task. Reviewing those files is important so that the HR and other departments can use these for other functions.



3.4 Reflection on the Internship:

‘The most exclusive knowledge of all is self-knowledge and it is usually acquired laboriously through experience outside the classroom’- Mirra Komarovsky

While working in Lafarge Surma Cement, I came across several adversities, worked with several people, which has broadened my understanding and experience. Therefore, in this chapter, I will reflect on my internship and discuss the various aspects of my learning and self-development:

- **Understanding the functions of a multinational company:**

The work systems of a multinational company are different from that of the local company. Multinationals have specific policies and guidelines, which should be followed in order to execute the operations. Lafarge Surma Cement Ltd is a well-reputed multinational company which operates based on the given policies, executes all activities following the given rules where every employee is accountable for his/her work. Work ethics of the company is strong and therefore all the steps are transparent.

- **Learning specific activities and roles of HR:**

Since I was under the Executive-Talent Acquisition and HR operations, I learned numerous aspects of the recruitment and selection process, as well as Human Resource related different operations. Moreover, I also studied other core HR functions closely such as compensation, benefits, rewards, training and performance appraisal.

- **Enhancing communication skill:**

In the company’s head office, there are around 200 employees working in different departments. HR has to communicate with them from time to time, regarding salary, training, appraisal and other developments. So having strong communication skill is mandatory for working in Lafarge. While working here, my communication skill improved and it is going to help me in future professional life.



CHAPTER-4: OBSERVATIONS & **RECOMMENDATIONS**



Figure 7: Night view of LSC Plant, Chattak



4.1 Observations:

During my internship in Lafarge, few positive aspects were observed regarding the recruitment and selection process of the company which have been provided below:

- **Transparency:** Recruitment of Lafarge Surma Cement Limited is transparent since there are specific policies and guidelines which are followed while job circulation/ curriculum vitae sorting and interviews. In selection board, one person from functional department and another person from Human Resource department are present to judge the candidate. Only the candidates selected in initial round are called for the final interview which is taken by department heads.

Candidate selected in the final interview is informed and if he accepts the conditional offer, only then he is selected finally to join the company. While joining the company, the employee is required to provide certain important documents which ensures that he has got proper release from previous employer and do fulfill all the qualifications necessary for the position.

- **CV sorted from HR firms:** The company takes curricula vitae from a number of HR consultancy firms which are trusted and reputed, providing huge pool of applicants from which the company can screen and call candidates according to the requirements for the position.
- **Allocation of budget:** A budget is adequately provided for HR operations and recruitment, which is strictly maintained. This is important because certain activities of this method are expensive (e.g. job posting in website) and therefore allocation of adequate budget ensures that activities of sector are properly within guideline.



However, there are few weaknesses regarding recruitment and selection which have been shared, some recommendations have been also presented through which the issues can be solved.

- **Time-consuming process:** The process is time consuming and takes a long time since there are two step interviews-an initial, which is taken by department manager along with HR and then one final, which is taken by functional head and HR head. So the time between these two interviews is lengthy and thus selected candidates may be lost during the interval.
- **Confusion faced by candidates:** When any candidate is shortlisted for interview, he/she is called over the telephone for which the candidate might forget the time, date or venue of the interview. As a result, the interviewer might not reach on time to face the interviewers.
- **Job Analysis is not provided to employee:** Job analysis consists of job description and job specification. Any definite job description and job specification is not usually prepared for the new employee for which he might not understand the specific responsibilities to be fulfilled.
- **Induction schedule is not maintained:** Even though a formal induction plan is prepared for new joiners, it is difficult to follow since inductors have to allocate time from their regular works, which results in confusion among the new joiner.
- **Lack of career planning and development:** The employees are kept over a long time in a certain position, in average for three to four years; for which they lose motivation to successfully contribute. This occurs since there is lack of proper career planning while any new position is created/new employee is recruited.



4.2 Recommendations:

- Try to minimize the time between the initial and final interviews by coordinating with HR head, so that eligible candidates are recruited within time.
- Send a short text message to the shortlisted candidate after informing him about the interview, regarding date, time and venue so that the candidate can come on time and face the interview. This will ensure that the candidate reach the venue on time and his true potential is reflected to the interviewers.
- Collect job description and job specifications for each position from the respective line manager to ensure that the employee knows well about his responsibilities to be fulfilled and the unique skills/abilities required for doing the work assigned to him.
- Discuss with inductors and then allocate the time for formal induction so that the new joiner gets proper guidance regarding the company.
- The company should focus on proper career planning of the employees. There must be clear view of progression and the employee should be trained so that he can achieve his particular goals. Also, the role assigned to the employees should be broadened and enriched so that employees can contribute and add value to that particular role, thus bringing in organizational success

Furthermore, the company should encourage entrance of young, fresh employees into the organization, ensuring that the job offered to them match their qualifications and interests; design and assign challenging tasks to them so that innovative ideas enter the organization and enable it to gain sustainability in the competitive environment.



CHAPTER 5: CONCLUSION



Figure 8: Grand Sultan Tea Resort built with Lafarge Supercrete



5.1 Conclusion:

To sum up, I can say that working in Lafarge Surma Cement Ltd is a remarkable experience which has actually helped me to gain comprehensive knowledge and thorough understanding of how different functions of a particular department works. HR is one of the key support system in any organization and therefore must be operated based on the company's welfare. Because managing the employees of an organization properly ensures that they are satisfied and working efficiently to fulfill organization's goals and objectives.

During these three months, I got insight into professional practice that helped me in different ways. Since I worked with several new people, my communication skill improved, I learned about specific activities of HR and also this internship had significant impact on my future career plans.

Furthermore, this internship was a good opportunity to understand what my skills and weaknesses are because I had to fulfill different responsibilities which were given to me while managing various difficulties. So it helped me to find out what skills I must work on and what skills I already possess that I should improve.

I also came to realize that the role of HR has vastly developed to facilitate employees and keep them motivated, so that they remain focused, efficient and goal-oriented. Employees are valuable assets of a firm; therefore the goal of every HR department should be to improve the desire of the employees to stay in the company maintaining good relationship and assist them with career planning.

Placement of students in corporations by the universities to gain hands on experience through practical work is very helpful and indeed necessary, especially for the students who will get in to work and conduct different business related activities.

Internship in Lafarge has taught me to practice sincerity, integrity and authority and I believe, completing a four years educational degree with such pragmatic assignment was of noteworthy experience which will be really recognized when I will go for a job with greater responsibilities.

“Education is not the learning of the facts, but the training of the mind to think”- Albert Einstein



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