

Internship Report

On

**“THE RECRUITMENT AND SELECTION PROCESS AT R. A. K.
CERAMICS (BANGLADESH) LIMITED”**



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Submission Date: 06 September 2016

Certificate of Approval

I am pleased to certify that the internship report on **“The Recruitment and Selection Process at R. A. K. Ceramics (Bangladesh) Limited”** has been successfully completed by Iftekhar Alam his bearing ID: 12104220, BRAC Business School. He has completed his internship as an HR intern under my supervision with **“R. A. K. Ceramics (Bangladesh) Limited”**. I am pleased to hereby certify that data and findings presented are the authentic work of Iftekhar Alam.

He has done his job according my supervision and guidance. During his work period, he maintains regularity, obedient to comply rules and policy.

It has indeed been a great pleasure working with him. I wish him all success in life.

Organization Supervisor

.....

Md. Mahbubur Rahman Bhuiyan

GM- HR & ADMIN

RAK Ceramics (Bangladesh) Limited

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Dhaka -1230

Letter of Transmittal

Date: 31- August - 2016

Zaheed Husein Mohammad Al-Din

BRAC Business School

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66, Mohakhali, Dhaka 1212, Bangladesh

Subject: Submission of Internship Report on The Recruitment & Selection Process at R. A. K. Ceramics (Bangladesh) Limited

Dear Sir,

It is my great pleasure to submit my Internship report on the topic Recruitment and Selection process on “R. A. K. Ceramics (Bangladesh) Limited.” that you have assigned to me as an important requirement of BUS-400 course. I have found the study to be quite interesting, beneficial & insightful. I have tried my level best to prepare an effective & creditable report.

The report contains a detailed study on Recruitment and Selection process & a look at how it is done in the practical world. Here we have gathered information through different sources such as websites and actual interviews from my Supervisor of “R. A. K. Ceramics (Bangladesh) Limited”.

I also want to thank you for your support and patience for me and I appreciate the opportunity provided by you through assigning me to work in this thoughtful project.

Sincerely,

Iftekhar Alam

ID: 12104220

BRAC Business School

BRAC University

Acknowledgement

The internship opportunity I had with R. A. K. Ceramics (Bangladesh) Limited was a great chance for learning and professional development. Therefore, I consider myself as a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance to meet so many wonderful people and professionals who led me through this internship period.

Bearing in mind previous I am using this opportunity to express my deepest gratitude and special thanks to my Internship Supervisor, Mr. Zaheed Husein Mohammad Al-Din, Senior Lecturer, BRAC Business School for the valuable guidance and advice. He inspired me greatly to work in this report. His willingness to motivate me contributed tremendously to my work. I also would like to thank him for his valuable time by helping me for this report. Honestly, I could not have done it without your help.

I also wanted to express my deepest gratitude special thanks Mr. Md. Mahbubur Rahman Bhuiyan the General Manager of R. A. K. Ceramics (Bangladesh) Limited who in spite of being extraordinarily busy with his duties, took time out to hear, guide and keep me on the correct path and allowing me to carry out my project at their esteemed organization and extending during the training.

I express my deepest thanks to Mr. Abdul Mannan, Assistant Manager Public Relation and HR & Admin for taking part in useful decision & giving necessary advices and guidance and arranged all facilities to make life easier. I choose this moment to acknowledge his/her contribution gratefully.

It is my radiant sentiment to place on record my best regards, deepest sense of gratitude to Mst. Nasrin Sultana, Executive, Mr. Kazi Zahidul Islam, Senior Executive, Mr. Khalid Hussain, Senior Executive, Mr. Moynul Hoque, Executive, Ms. Roma Begum, Junior Executive and Mr. Nafis Indalib Arnab, Assistant Executive for their careful and precious guidance which were extremely valuable for my study both theoretically and practically. I also want to thank all the members of R. A. K. Ceramics (Bangladesh) Limited Company for their helpfulness.

I perceive as this opportunity as a big milestone in my career development. I will strive to use gained skills and knowledge in the best possible way, and I will continue to work on their improvement, in order to attain desired career objectives. Hope to continue cooperation with all of you in the future.

Executive Summary

The ceramics industry is an intensifying manufacturing sector in Bangladesh. Possessed by Tajma Ceramic Industries, it was a small industrial plant for porcelain tableware. Peoples Ceramic Industries, previously Pakistan Ceramic Industries, started production in 1966. One of the major ceramic manufacturers in Bangladesh, Monno Ceramics, was launched in 1985 to produce porcelain tableware with other ceramic items later. The ceramics industry sector has attracted foreign investment. Ceramic products have been exported to more than 45 countries. Specializing in high-quality ceramic wall and floor tiles, gres porcellanato, and sanitary ware, RAK Ceramics uses more than 10,000 production models (tiles) and 13,000 design pieces (sanitary ware), with new designs being added every week to its portfolio. RAK Ceramics is the world's first company to launch Luminous, Golden or Silver Glazed tiles and the Antimicrobial, a super Specialty tile for the hospital industry. RAK Ceramics is a ISO 9001: 2008 & ISO 14001: 2004 certified organization. RAK Ceramics has been awarded the NATA (National Association of Testing Authorities) accreditation from Australia that certifies RAK Ceramics Sanitary Ware Testing Laboratory is in compliance with NATA requirements to perform specific tests operate in accordance with ISO/IEC 17025. RAK Ceramics (Bangladesh) Limited is the country's largest and most respected tiles and sanitary ware brand. The Company was incorporated in Bangladesh on 26 November, 1998 as a private limited company under the Companies Act, 1994 as a UAE-Bangladesh joint venture project. RAK Ceramics (Bangladesh) Limited is the market leader with around 25% market share in tiles sector and around 65% market share in sanitary ware sector based on production capacity. The Company complies with ISO 13006:1998 (E), the latest international standard for ceramic tile; locally known as BDS ISO 13006:2006. The Company's sanitary ware complies with the quality criteria of BDS 1162:2012. As an intern of R. A. K. Ceramics (Bangladesh) Limited, I was assigned to Human Resource and Admin Department of R. A. K. Ceramics (Bangladesh) Limited and Also given all the flexibility to work independently in the R. A.K Ceramics (Bangladesh) Limited. And my duty was Updating of personal file, CV Data entry, Joining the selected employees and interns, Processing, Complete employee Database and report to the General manager and many others. Recruitment is the procedure of gathering of the human resource for the available position of the organization. The outcome is pool of applicants from which new employees are selected. The probationary period for the permanent employee in RAK Ceramics (Bangladesh) limited is preserved as per Bangladesh Labor ACT 2006 subject to certain exception. There are some stages of Recruitment by which an applicant is recruited at RAK Ceramics (BD) Limited. They are Manpower Requisition (MR), Job Analysis, Searching and CV screening. The organization take employees through internal and external sources. For the external sources they use man power consultant firms, advertising firms, website advertisement, employee referrals etc. CV Screening is also called short listing. The process is directed by the Human Resource Department and Respected Department. Selection process means putting the suitable and qualified candidates on the accurate kind of job. By selecting exact candidate for the required job, organization will also save time and money. Proper screening of applicants takes place during selection process. In R. A. K. Ceramics (Bangladesh) Limited there are two process in selection which are: Pre Selection Process, it includes Interviews, Approval of the selected candidates: Medical Checkup of candidates: Appointment of a candidate. In

R. A. K. Ceramics (Bangladesh) Limited Interview are taken in preliminary stage and final stage. After this comes the post selection process that includes: Submitting the joining letter, Orientation of the Employee, Providing Identity Card to Newly hired employee, Confirmation of Job. After doing my internship for three months in R. A. K. Ceramics (Bangladesh) Limited I have observed their recruitment and selection process and I have found the following findings about the selection process of R. A. K. Ceramics (Bangladesh) Limited. A. K. Ceramics (Bangladesh) Limited mainly emphasizes on both internal and external sources for recruitment. Internally the organization releases the positions of the job and announces it to all current employees. Based on candidate's skills, educational background, experience of work candidate can be recruited in the organization. For external sources the company does advertisement, provide online advertisement, takes assistance from the employment agencies (only for high level post where foreign job seeker are applied), arrange internship for the students, take employee from personal contact. R. A. K. Ceramics (Bangladesh) Limited has a structured and standard selection process. Once the recruitment and selection process is completed then the personnel are appointed base on their job description. The organization fills the vacant position by promoting the present employees (if the employee is suitable). R. A. K. Ceramics (Bangladesh) Limited is one of the largest joint venture company in the ceramic sector of Bangladesh. They value their human resource as an asset, so the company mainly focuses on internal sources to fulfill the vacant position in the company and keep their employee satisfaction high. According to me R. A. K. Ceramics (Bangladesh) Limited should use Campus placements as a source of recruitment. By focusing on Campus Placements Company can attract qualified personnel for vacant jobs in the organization. After closely observe the overall recruitment and selection process of R. A. K. Ceramics (Bangladesh) Limited is one of the best joint venture in ceramic sector of Bangladesh and they are doing very good in their business and also their recruitment process is top class. For entry level post they can use written interview but for the mid and top level vacancy written test could be prohibited rather they can put emphasize on the experience and working skills. The company can take interns in regular basis as it helps them (interns) to understand the real life working environment as well as the company can hire them after the intern period which will help the organization to lessen cost.

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Chapter – 1

Introduction

1.1 Origin of the report:

This report is an internship report prepared as a requirement for the completion of the BBA program. The primary goal of the internship was to provide an “on the job” exposure to the student and an opportunity for transformation of theoretical conceptions in real life situation. The students are placed in enterprises, organizations, research institutions as well as development projects. In this connection, after the completions of the BBA program, I was assigned to the Head Office of R. A. K. Ceramics (Bangladesh) Limited for practical orientation. I chose the topic **“The Recruitment and Selection Process at RAK CERAMICS (Bangladesh) Limited”** for my internship report under the supervision of Mr. Zaheed Husein Mohammad Al-Din as Academic Supervisor and Md. Mahbubur Rahman Bhuiyan as Organization Supervisor.

1.2 Objectives of the report:

The main objective of the internship is to gather practical knowledge regarding Human Resource Management System and policies of Multinational Companies. This practical orientation gives me a chance to coordinate out theoretical knowledge with practical experience. The following are some of the objective for this practical orientation in Multinational Companies:

- To explain the process under which recruitment process taken place at the RAK Ceramics
- Describe the feature to be considered while assessing recruiting efforts at RAK Ceramics
- To know the various source and technique of recruitment at RAK Ceramics
- To describe selection and clarify the selection process at the RAK Ceramics
- Explain the value of different type of employment assessment and interview at RAK Ceramics

1.3 Methodology of the Study:

This report is based mainly on observations that I experienced during the internship period. Data required for this report were collected from the annual report of R. A. K. Ceramics (Bangladesh) Limited. Apart from this, helpful information was collected from online resources and my team mates.

1.4 Sources of Data:

In order to make the report more significant and reliable, the following sources have been considered for the purpose of gathering and collecting data as required:

- Primary Source
- Secondary Source

1.4.1 Primary Sources

- Different types of observation during my internship tenure at the RAK CERAMICS (Bangladesh) Limited.
- Interview and enquiries of my colleagues and teammates at R. A. K. Ceramics (Bangladesh) Limited.

1.4.2 Secondary Sources

- Policy Book of RAK CERAMICS (Bangladesh) Limited
- Bangladesh Labor Law 2006
- Different Websites
- Publications, magazines and newspapers
- Annual Report and Company's official websites

1.5 Limitations:

There were certain limitations while conducting the study. These are summarized below:

- The main obstacle while preparing this report was time. As the tenure of the internship program was very short, it was not possible to highlight everything deeply.
- Work pressure in the office was another limitation restricting this report from being more detailed or analytical.
- Confidentiality of information was another barrier that hindered the study. Every organization has its own secrecy that is not revealed to someone outside the organization. While collecting data at R. A. K. Ceramics (Bangladesh) Limited, personnel did not disclose enough information for the sake of confidentiality rule of the organization.

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Chapter – 2

Industry Overview

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2.1 Introduction:

The ceramics industry is an intensifying manufacturing sector in Bangladesh. The industry started during the late 1950s when the first ceramic industrial plants were established (Wiki Project, 2015). The industry primarily manufactures tableware, sanitary ware and tiles. As of 2011, there were 21 ceramic industrial companies all over Bangladesh, employing about 500,000 people. In the first nine months of the 2013-14 fiscal year, Bangladesh exported about US\$36 million worth of goods after fulfilling 80% of the national demand (Ahmed, 2016). The main export destinations are the EU, USA and the Middle-East.

2.2 History:

The first ceramic plant was founded in Bogra in 1958. Possessed by Tajma Ceramic Industries, it was a small industrial plant for porcelain tableware.

Peoples Ceramic Industries, previously Pakistan Ceramic Industries, started production in 1966.

Bengal Fine Ceramics Ltd, the first Bangladeshi stoneware producer, began its operations in 1986.

One of the major ceramic manufacturers in Bangladesh, Monno Ceramics, was launched in 1985 to produce porcelain tableware with other ceramic items later.

Shinepukur Ceramics was established in 1997 for the production of bone china and porcelain tableware. Shinepukur later took about 60% of the national market.

2.3 Sources of raw material:

Some white clay mine have been revealed in Mymensingh, Sylhet and Netrokona. The largest mine of white clay is located at Bijoypur of Mymensingh which was discovered in 1957. However, ceramic manufacturers import almost all of their raw material. China, India, New Zealand and Germany are the main sources of the raw materials.

2.4 Foreign investment

The ceramics industry sector has attracted foreign investment. The investments have primarily been from China and the Middle East states. Some of the major joint venture partners are RAK Ceramics, Fu Wang and China-Bangla, of which the largest is RAK of the UAE, and who have about 80% of the domestic sanitary ware market.

2.5 Export destinations and international competitors

Ceramic products have been exported to more than 45 countries. The largest export destinations are the United States, Italy, Spain, France, New Zealand, the Netherlands, Australia and Sweden.

China and Thailand are amongst the major competitors in the international market for Bangladeshi ceramic producers. However, the low labor costs of the local producers have put Bangladesh in a strong position.



Chapter – 3

Company Overview

3.1 Company overviewed Based on internationally:

The public-listed RAK Ceramics is the world's largest manufacturer of ceramic tiles and bath ware with a global annual production capacity of 117 million square meters of ceramic and porcelain tiles, 4.6 million pieces of sanitary ware and 24 million pieces of tableware; with a one billion US\$ turnover and a distribution network that spans 160 countries. The Ras Al Khaimah-based company currently was established in 1991 by H.H. Sheikh Saud Bin Saqr Al Qasimi, member of the Supreme Council and Ruler of Ras Al Khaimah, and RAK Ceramics Chairman, and Dr. Abdallah Massaad CEO, who directed the company towards global Ceramics Competitiveness, technological advancement, and high-quality production.

Specializing in high-quality ceramic wall and floor tiles, gres porcellanato, and sanitary ware, RAK Ceramics uses more than 10,000 production models (tiles) and 13,000 design pieces (sanitary ware), with new designs being added every week to its portfolio. Tiles are manufactured in a variety of sizes, from 10 cm x 10 cm up to 150 cm x 300 cm, as well as bespoke sizes – the widest range offered in the ceramics field

RAK Ceramics is the world's first company to launch Luminous, Golden or Silver Glazed tiles and the Antimicrobial, a super Specialty tile for the hospital industry. The company's latest creations "RAKSLIM", an eco-friendly 4.5-millimetre thick tile that sets a new industry benchmark in thickness, strength, cost and ease of use.

The Ras Al Khaimah plants of the company alone currently produce around 227,000 sq.mt. of tiles per day and over 8500 pieces of sanitary ware per day. Considering the company's overseas plants in several other countries, the global production of tiles has now reached over 360,000 sq.mt. Per day and over 12,000 pieces of sanitary ware per day. Presently, the company exports to more than 150 countries across 5 continents, which is a testimony to its excellent reputation in the ceramic industry.

RAK Ceramics is a ISO 9001: 2008 & ISO 14001: 2004 certified organization. RAK Ceramics was recognized as 'Company of the Year' in 2004 by the Arabian Business Awards and in 2005 bestowed the 'MRM Business for Manufacture the highest manufacturing award of the UAE, by the Dubai Chamber of Commerce and Industry. In 2007, it was given an A rating and was ranked among the top four brands in the UAE by UK-based Brand Finance Middle East. It has also been conferred the Super Brand status in 2009 and 2010.

RAK Ceramics has been awarded the NATA (National Association of Testing Authorities) accreditation from Australia that certifies RAK Ceramics Sanitary ware Testing Laboratory is in compliance with NATA requirements to perform specific tests operate in accordance with ISO/IEC 17025.

Dr. Khater Massaad was presented with the Visionary CEO Award during the 1st Middle East Business Leaders' Summit and Awards - 2010, Dubai. RAK Ceramics was also honored with the Best Brand Award at the same event, which recognizes decades of business excellence and outstanding

3.1.1 Our Specializations

RAK Ceramics is specialized in high-quality Ceramic wall and floor tiles, Gres Porcellanato, Bath ware and Kitchen Sink

3.1.1.1 Ceramic Tiles

RAK Ceramics produces an extensive range of ceramic wall and floor tiles in a variety of sizes, colors, and designs including matching decor tiles, listellos, pencils and cappings along with other accessories.

3.1.1.2 Gres Porcellanato

In Gres Porcellanato RAK Ceramics produces thousands of models in glazed and unglazed porcelain. Finishes available include polished, semi polished, unpolished, rustic, stone, mosaic and travertino, suitable for application in both residential and commercial spaces

3.1.1.3 Bath ware

RAK Ceramics offers a versatile range of bathroom suites and accessories, providing complete solutions for all your sanitary ware needs.



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3.2 Company overviewed Based on Bangladesh

RAK Ceramics (Bangladesh) Limited is the country's largest and most respected tiles and sanitary ware brand. The Company was incorporated in Bangladesh on 26 November, 1998 as a private limited company under the Companies Act, 1994 as a UAE-Bangladesh joint venture project. It has started its commercial production on 12 November 2000. It has converted into public limited company on 10 June 2008 and listed in the stock exchanges of Bangladesh on 13th June 2010. The Company has anchored this position on the basis of its market-leading capacities, world-class manufacturing technologies, high production utilization, optimized cost structures, vibrant sales and distribution network and robust customer engagement programs.

RAK Ceramics (Bangladesh) Limited is the market leader with around 25% market share in tiles sector and around 65% market share in sanitary ware sector based on production capacity. The current market for the Company includes construction developers, government institutions and local consumers. The Company has a strong market reputation in Bangladesh with a wide network of 98 dealers nationwide and receives strong support from RAK Ceramics PSC, UAE in terms of technological know-how, management and marketing support.

The Company emerged as the first Bangladeshi company in its industry to be awarded the prestigious ISO 9001: 2008 certification by the UKAS accredited internationally recognized certification agency BVQI in May 2006. As a responsible global leader in the ceramic industry, we are maintaining our commitment to protect and preserve the environment by operating an Environmental Management System which is certified to ISO 14001:2004 standard. The Company complies with ISO 13006:1998 (E), the latest international standard for ceramic tile; locally known as BDS ISO 13006:2006. The Company's sanitary ware complies with the quality criteria of BDS 1162:2012. Both tiles and sanitary products are BSTI-approved. The Company received credit rating AA+ rating (high safety) in investment grade for long term and ST-1 (highest grade) for its short term financing by Credit Rating Information and Services Limited (CRISL), which is highest in the manufacturing sector in Bangladesh. The Company was also awarded as 'Superbrand' in 2010, first time in Bangladesh.

The ownership of RAK Ceramics (Bangladesh) Limited comprises with 75.89% held by the sponsors (71.67% by RAK Ceramics PSC, UAE and 4.22% by local investor Mr. S.A.K. Ekramuzzaman) and remaining 24.11% is holding by general public including institutional investors as on December 31, 2015. With an annual net turnover of over Taka 5,059.30 mn in 2015, within the short span of 15 years RAK has firmly established itself as one of the leading manufacturer of high quality ceramic wall, floor tiles, gres porcellanato and sanitary wares products in Bangladesh.

3.2.1 R. A. K. Ceramics (Bangladesh) Limited's Overall Capabilities:

Our annual production capacities: 8.03 mn sqm of tiles and 1.47 mn pieces of sanitaryware.

Our manufacturing assets: We operate world class-leading SACMI technology that ensures high-quality, cost-effective output.

Our production capacity utilization: We continue to focus on maximizing capacity utilization of 87% at our tiles plant and 100% at our sanitary ware facility.

Our cost structures: Our costs are manifested as one of the lowest quartile in the industry by virtue of scale, technological and operational advantages.

Our vibrant sales network: We possess one of the largest and excellent dealers network, operating 4 exclusive showrooms/ display centre throughout the country.

Our consumer engagement programs: We deliver customized solutions to our customers to their utmost satisfaction even after post sale of products including outright replacement at no extra cost.

3.3 Vision

To maintain status as world's leading innovator in ceramic field

3.4 Mission

Our Responsible and Knowledge-driven mission includes:

C - Close to our clients by listening to their needs and adapting to market requirements

E - Excellence in producing high quality products that offer best value-for-money

R - Redefining the product innovation and design process

A - Accountable to its clients, trade partners, stakeholders and employees

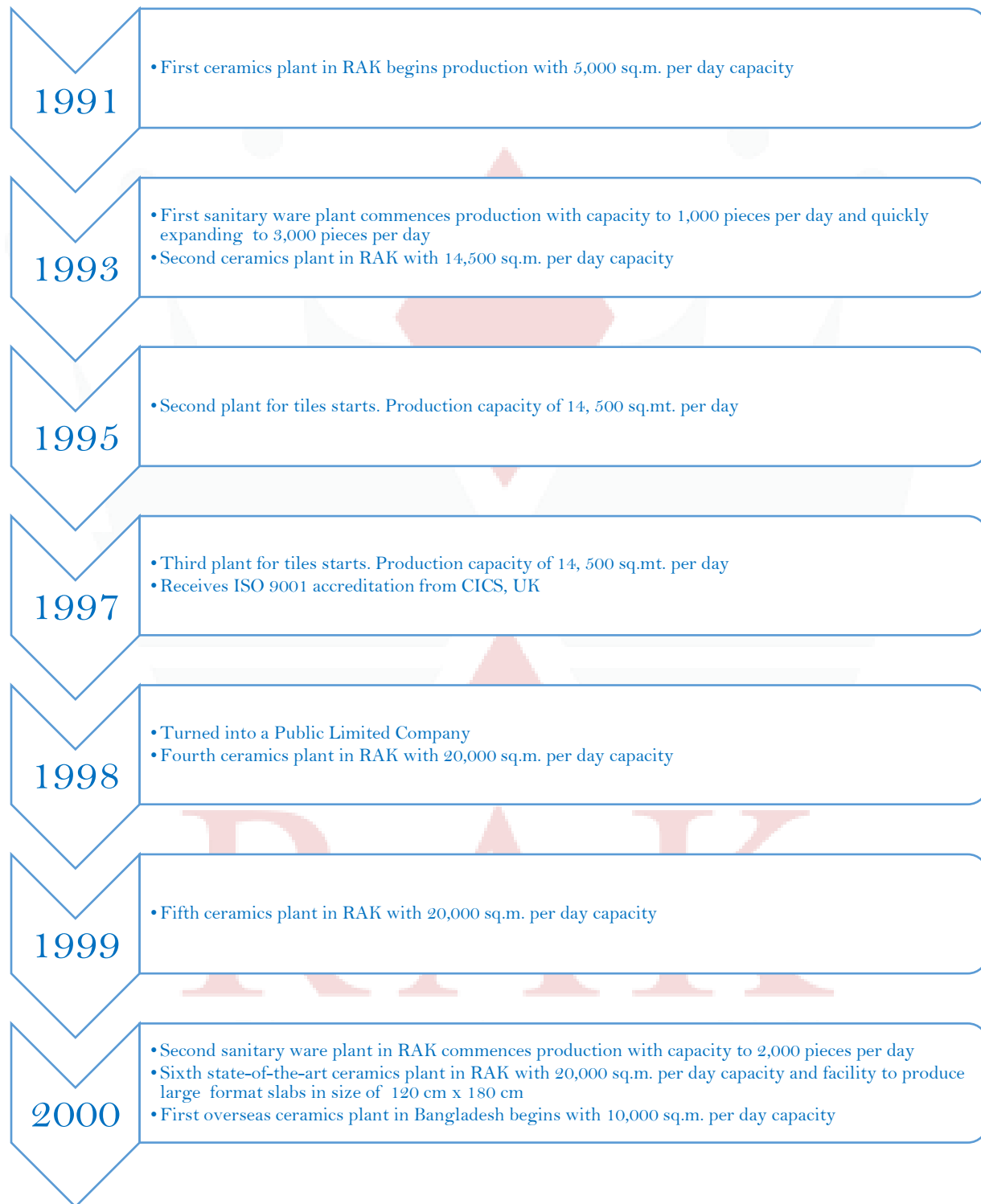
M- Motive employees to develop them into future entrepreneurs

I - Integrity of the management towards the organizational goals

C - Committed to the society by contributing towards a healthy environment

S - Sustainability in every sphere of business

3.5 R. A. K. Ceramics (Bangladesh) Limited Business Time line: (1991-2010)



2002

- Seventh ceramics plant in RAK with 20,000 sq.m. per day capacity
- Eighth ceramics plant in RAK with 30,000 sq.m. per day capacity
- Receives ISO 9001 certification from BVQI

2003

- Listed on Abu Dhabi Stock Exchange
- Second overseas plant in China begins with 15,000 sq.m. per day capacity

2004

- New sanitary ware plant facilities in RAK adds to the capacity with 2,000 pieces per day
- Third overseas plant in Sudan begins with 10,000 sq.m. per day capacity
- New sanitary ware plant at Bangladesh commences production with a capacity of 1000 pieces per day
- Laticrete- RAK, a joint venture starts production to make tile adhesives & grouts
- Ceramics plant in Bangladesh doubles its capacity to 20,000 sq.m. per day

2005

- Ninth ceramics plant in RAK with 30,000 sq.m. per day capacity
- Receives ISO 9001: 2000 approval from BVQI
- Fourth overseas plant in Iran commences production with a capacity of 10,000 sq.mt. per day pieces per day
- Ceramics plant in China doubles its capacity to 34,000 sq.m./day
- Ceramics plant in Sudan doubles its capacity to 20,000 sq.m./day

2006

- Fifth overseas plant in India commences production with a capacity of 20,000 sq.mt. per day pieces per day
- Tenth ceramics plant in RAK with 45,000 sq.m. per day capacity
- Second overseas sanitary-ware plant in India with 1000 pieces per day capacity
- RAK Porcelain, a high-end tableware for hospitality is launched

2007

- Kludi-RAK, a joint venture for manufacture of kitchen and bathroom fittings along with other accessories for sanitary ware products

2008

- Expansion of 8th plant in RAK to increase the capacity to 36,000 sq.mt. per day

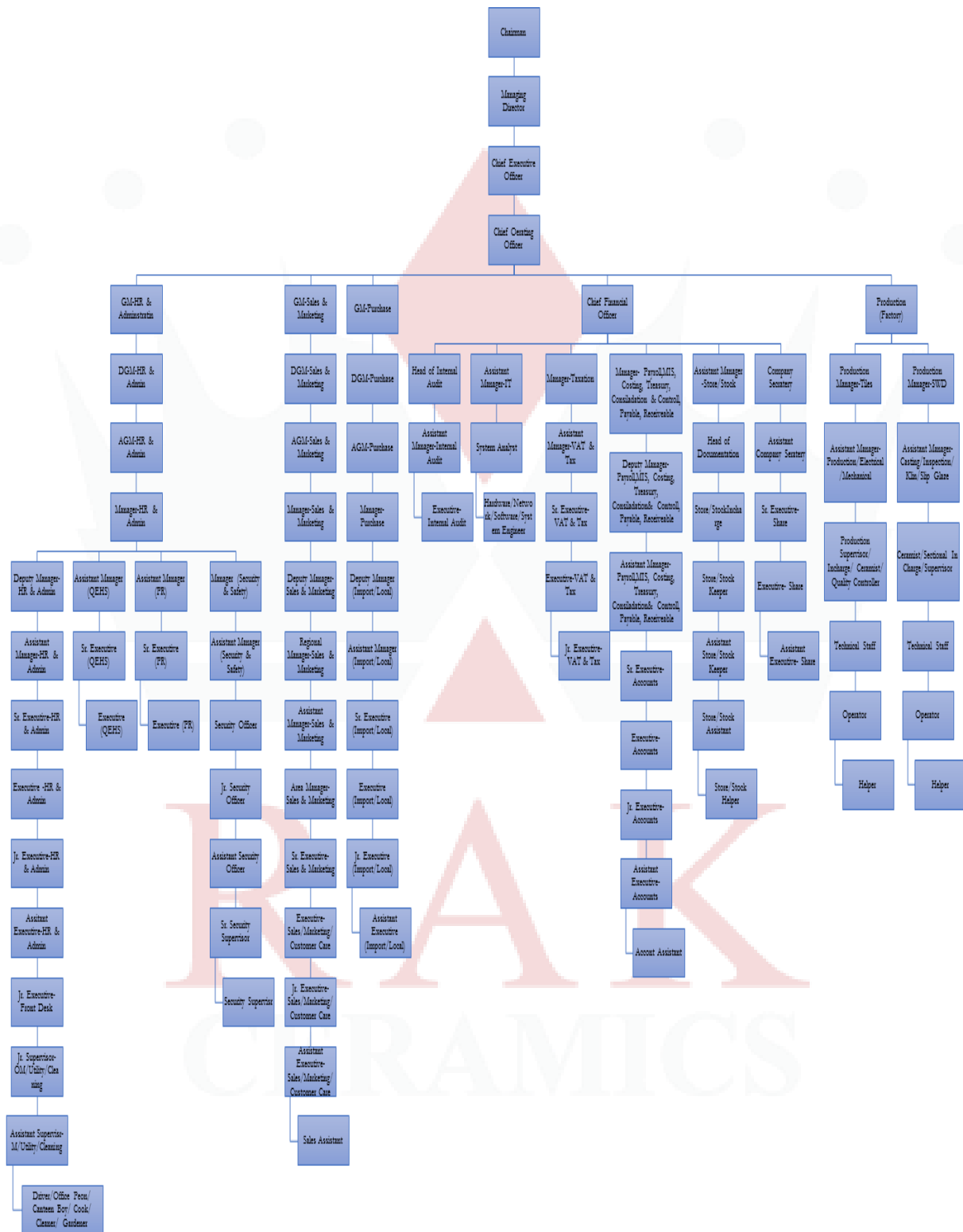
2009

- Expansion of 7th and 10th plant in RAK to increase the capacity by 3000 and 15,000 sq.mt. per day respectively
- Expansion of sanitary-ware plant in Bangladesh with additional 1000 pieces per day capacity

2010

- World's No.1 Ceramic Manufacturing Company as the undisputed largest ceramic tiles producer ware with annual output of 115 million sq.m. that has been officially recognized by World Ceramic Review
- RAK Ceramics is \$1 billion conglomerate & exports to over 150 countries
- Global production of tiles exceeds 360,000 sq.m. per day which includes 227,000 sq.m. of tiles per day from RAK plants alone
- Global production of 12,000 pieces of sanitary ware per day with over 8,500 pieces of sanitary ware from its RAK plants alone

3.6 R. A. K. Ceramics (Bangladesh) Limited Organizational chart/Organogram:



3.7 RAK Ceramics' (Bangladesh) Limited Products' Range:

- 1) First to introduce largest format of slabs 125 x 185.
- 2) First to introduce Anti-Slips Tiles.
- 3) First to introduce Anti-Microbial Tiles.
- 4) First to introduce silver and golden glazed Tiles.
- 5) First to introduce luminous Tiles.
- 6) And amongst first to introduce high-pressure casting and Robot-Glazing machine.

3.8 Awards and Achievements of RAK Ceramics:

- 1) The Mohammed Bin Rashid Al Maktoum Business Award
- 2) Visionary CEO and Best Brand Award.
- 3) The Arabian Business “company of the year.
- 4) The supper brand
- 5) The NATA Accreditation.
- 6) The kingfisher suppliers award
- 7) SCA Award for good Governance

3.9 Awards and Achievements of RAK Ceramics' (Bangladesh) Limited:

- 1) SAFA Award 2011
- 2) ICAB National Award 2011
- 3) ICAB National Award 2010
- 4) SAFA Award 2010

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3.10 R. A. K. Ceramics (Bangladesh) Limited's Human Resource Functions:

The key functions of Human Resource Management and Administration department of R. A. K. Ceramics (Bangladesh) Limited are:

3.10.1 Human Resource Planning:

- Human Resource forecasting and planning
- Job analysis
- Human Resource Audit
- Productivity System Audit

3.10.2 Human Resourcing:

- Recruitment
- Selection
- Transfer and Promotion
- Retention
- Working Flexibility

3.10.3 Performance Management System:

- Objective setting
- Monitoring
- Performance Appraisal
- Feedback
- Job evaluation
- Payroll management
- Incentive and reward system

3.10.4 Performance Improvement and Development:

- Employee training
- Career development
- Job Redesigning
- Health and Safety

3.10.5 Maintaining Working Relationship:

- Researching HRM issues and practices
- Compliance
- Employee Right and Expectation
- Employee Relation
- Discipline and Grievance



Figure 1: Human Resource Planning Chart*

**Day by Day the Human Resource Planning is Changing*

Chapter – 4
Job Details as an Intern at R. A. K. Ceramics
(Bangladesh) Limited

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4.1 Internship Duties and Responsibilities:

As I discussed, R. A. K. Ceramics (Bangladesh) Limited is a UAE based joint venture and a renowned producer of Ceramics products I worked there for 12 weeks as an intern in Human Resource and Administration Department. In my internship period I have worked under Human Resource and Administration Department's General Manager, Assistant Manager, Executives etc. while working here I have observed different types of activities took place in this department. In this organization there are five Human Resource Function*. This function helps the company to ensure the proper number and kind of people at the right place at the right time which will ultimately help the company to achieve the overall Goal and Objective very efficiently and effectively.

4.2 Internship Duration at R. A. K. Ceramics (Bangladesh) Limited:

My duration of internship period was 12 weeks at R. A. K. Ceramics (Bangladesh) Limited's Corporate Head Office at Uttara Model Town.

4.3 My job responsibilities as an HR Intern:

As an intern I was assigned to Human Resource and Admin Department of R. A. K. Ceramics (Bangladesh) Limited and Also given all the flexibility to work independently in the R. A.K Ceramics (Bangladesh) Limited. I was given some specific job periodically that was very important and necessary for my department as Well as for my internship program. As an intern I was involved in different sort of task. The essential job duties and responsibilities that I have to do as a HR intern are:

4.3.1 HR and Admin Intern Job Description:

- 1) Creation of the interview candidates Database
- 2) Conducting different types of interviews
- 3) Maintenance and up gradation of the employee data.
- 4) Processing of different types of files
- 5) Updating of personal file
- 6) Checking the documents of personal file
- 7) Sending Reference letter
- 8) Maintaining External CVs
- 9) Preparing final settlement data
- 10) CV Data entry
- 11) Calling the candidates
- 12) Joining the selected employees and interns
- 13) Assisting recruitment Team
- 14) Processing of the level of employee
- 15) Complete employee Database and report to the General manager

4.4 Organizational Culture:

R. A. K. Ceramics (Bangladesh) Limited believe that the success behind the company lies in the employees and staff's welfare has always been the highest priority at the company. The company is providing employee's benefits plan as Contributory Provident Fund, Gratuity Fund, Employee Group Insurance and various performance incentives.



Chapter – 5
The Recruitment Process at R. A. K. Ceramics
(Bangladesh) Limited

5.1 Introduction:

Recruitment is the procedure of gathering of the human resource for the available position of the organization.

According to David A. Decenzo and Stephen P. Robbins, “Recruitment is the process of discovering potential candidates for actual anticipated organizational vacancies.

Edwin B Flippo has defined Recruitment is the process of searching for prospective employees stimulating them to apply for jobs in the organization.

From the above explanation we can say that, recruitment is the procedure of finding and attracting skilled candidate for the hire. The process begins when new employee is required and ends when their application is submitted. The outcome is pool of applicants from which new employees are selected. The excellence of an organization’s human resource depends on the quality of its employees.

5.2 R. A. K. Ceramics (Bangladesh) Limited Recruitment System:

In RAK Ceramic (Bangladesh) Limited the recruitment of man power can be done subject to extension of the plant, replacement (retirement, separation or termination and additional purposes. This process is exclusively done by the head office. The company appointed its personnel on permanent or casual basis (For specific project task and time). To be more specific casual recruitment is done for a project or services depend upon the company’s management. The probationary period for the permanent employee in RAK Ceramics (Bangladesh) limited is preserved as per Bangladesh Labor ACT 2006 subject to certain exception. The services or of the casual employee shall stand discontinue by default upon competition of agreement period, unless extended in script by the company. The term of conditions of the casual employment shall be notified in written form with the contract. All staffing polices in this company must be done according to the labor Laws of country i.e. Bangladesh Labor Act 2006.

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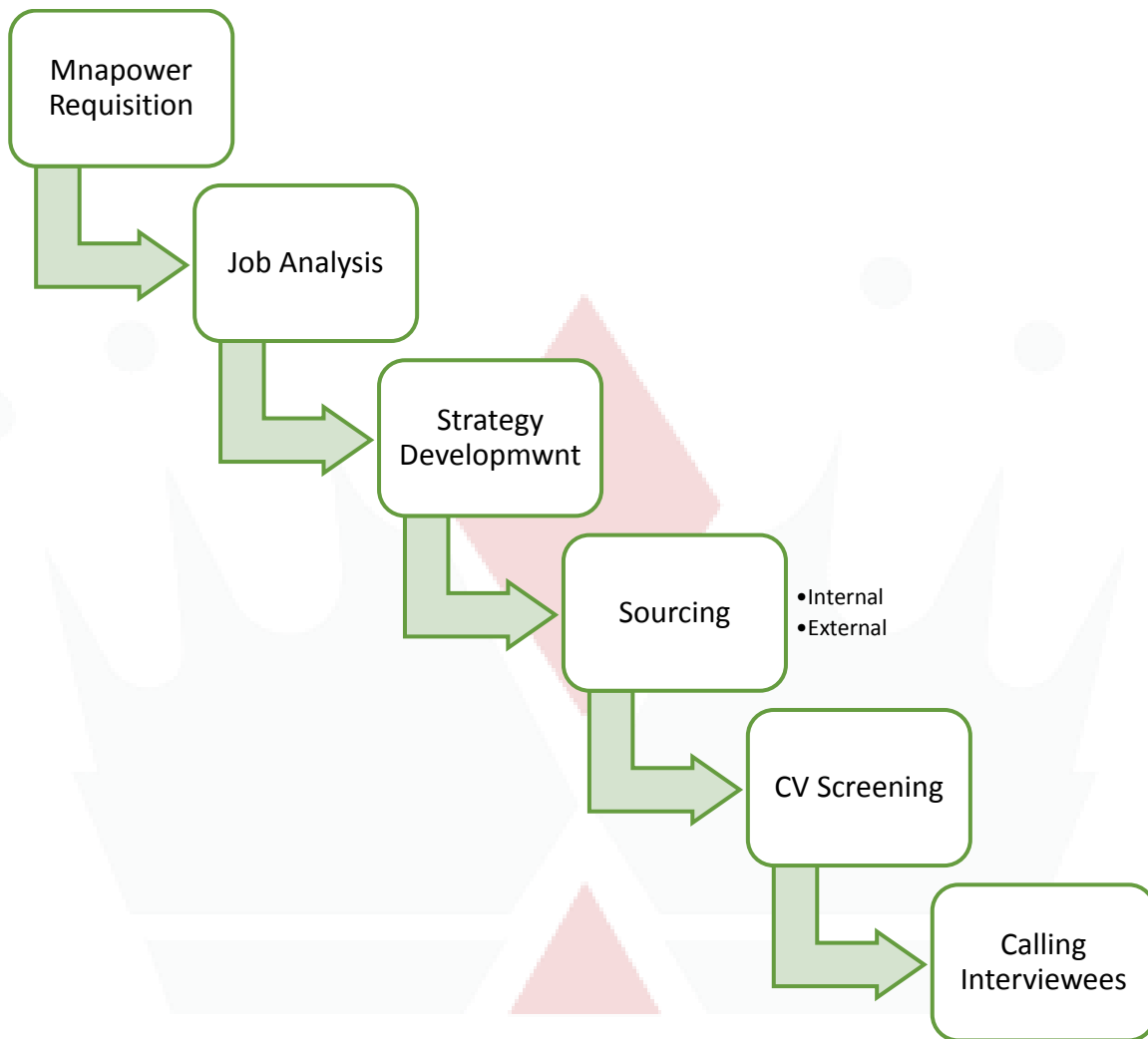


Figure 2: Recruitment Process Chart of R. A. K. Ceramics (Bangladesh) Limited

5.3 The recruitment process followed in RAK CERAMICS (Bangladesh) Limited:

There are some stages of Recruitment by which a applicant is recruited at RAK Ceramics (BD) Limited:

5.3.1 Manpower Requisition (MR):

Any departmental head who want to recruit employee in his or her section will have to submit a recruitment requisition to chief of Human Resource Department; this requisition is known as MR (Manpower Requisition) and through which paper it is done is known as MRF (Manpower Requisition Form)

5.3.2 Job Analysis:

This part is separated into two parts those are job description and job specification. In job description it emphases on general task or role and responsibilities an individual have to do if he is

assign for the position. This often includes the reporting details and task details. On the other hand, job specification defines the knowledge, human skills, experiences, etc. which are believe as important to carrying out the job efficiently. This is also done by the respected departments where the manpower is required. It is done to help the Human Resource Department for advertising for the available position.

5.3.3 Strategy Development:

After it is known how many candidates with what credentials are required, the next phase involved is to plan a appropriate tactic for employing the applicants in the organization.

The strategic considerations may include issues like whether to hire the required applicants themselves internally or hire it from outside, what type of recruitment method to be used, what factors are going to be considered for searching the applicants, which source of recruitment to be adept, and what are sequence of activities to be followed in recruiting applicants in the organization.

5.3.4 Searching:

This step includes attracting job searchers to the organization. There are broadly two sources used to attract applicants.

1. Internal Source
2. External Source

5.3.4.1 Internal Source:

In RAK Ceramics, the management give more importance in hiring people from internal. They encourage the internal personnel to apply for the available post. If an existing employee is appropriate for the vacant position and have the right qualification then they are hired for the post through promotion, Transfer, Separation etc. In case of higher position like top level the company choose the person who has extra and accurate qualification, willing to work with the company and most important whose performance is top. For internal recruitment RAK Ceramics(BD) limited follows two ways:

- **Promotions:** in this process the position of the employee is changed as well as his job responsibility and salary including benefits also increased.
- **Transfers:** in this process the employee who is suitable moved from one unit to other unit with increase in benefits and responsibilities of the respected available position.

5.3.4.2 External Source:

The External Sources of Recruitment mean appointing people from external the organization. In other words, looking for candidates from those who are not within the organization. This type of sourcing is used when the organization is not able to find the right applicant in the internal way. Also they use it when the want fresh mind people and variation in the applicant pool.

R. A. K. Ceramics (Bangladesh) Limited follows below tools for finding out the external source of candidates:

- Thru manpower consultant:

The firm who search for te suitable candidates instead of the company itself is called manpower consultant. This is done when company donot want to get into hassel of finding the candidate. In R. A. K. Ceramics (Bangladesh) Limited manpower consultant is used for hoiring big officials as they are mstly recruited from foreign countries like Dubai or India.

- Thru Advertisement in local news paper

This is the oldest form of external source for recruiting employees. R. A. K. Ceramics (Bangladesh) Limited sometimes give job advertisement in local newspaper to find out the applicant pool.

Join the largest manufacturer in Tiles & Sanitary Ware of Bangladesh.
RAK CERAMICS (BANGLADESH) LIMITED

About Us:
Our team of dedicated professionals has made us the success we are today. In exchange for their hard work, we support our people with good work environment, a commitment to promoting from within, unique benefits that go beyond, and a belief that every employee deserves a productive life outside of work.

Vacant Position: - 2
1) Manager-Research & Development , 2) Manager-Quality Control

Education & Knowledge:
B. Sc in Ceramic Engineering or ceramic technology, Materials Science or related degree with emphasis in ceramics technique.

Experience:
The applicants should have 8-10 years(s) experience in factory/plant, Operation & Maintenance with R&D (Research & Development) & Quality Control in manufacturing Sector. Experienced applicants should have a working knowledge of glazes, pastes, color development, color matching, and spectrophotometers analysis.

Role Summary/purpose:
1. Manager- Research & Development:
Develop and execute research projects in the based R&D center. Work closely with on complex projects. Lead less complex projects and direct team members as required. Perform the hands on work required to complete each phase of the project. Set-up and run a wide variety of laboratory equipment after some initial training. These range from crude clay processing equipment through highly sophisticated instrumentation Prepare and present project updates and final reports. Help establish and/or maintain systems to increase R&D effectiveness. Inception of plants as necessary to perform testing, implement projects and provide technical assistance. Current research projects are focused in several different areas including but are not limited to.

Raw material evaluation and selection
Body formulation and evaluation. Firing profile characterization and optimization. Glaze evaluation and replacement criteria. Evaluation of alternative glaze application techniques. Color theory application to shade evaluation and control. Reducing test variation in all areas of our operation.

2. Manager - Quality Control:
Ensure a high level of internal and external customer service. Investigate (and correct) customer issues and complaints relating to product quality. Supervise workers engaged in inspection and testing activities to ensure high productivity and high technical integrity. Develop and analyze statistical data and product specifications to determine standards and to establish quality and reliability expectancy of finished products. Formulate document and maintain quality control standards and on-going quality control objectives. Coordinate objectives with production procedures in cooperation with other plant managers to maximize product reliability and minimize costs. Create document and implement inspection criteria and procedures. Interpret quality control philosophy to key personnel within Company. Provide and oversee inspection activity for product throughout production cycle. Apply total quality management tools and approaches to analytical and reporting processes. Interact with vendors to ensure quality of all purchased raw materials. Create and direct environmental test functions and applications. Maintain active role on Internal Continuous Improvement teams. Design, develop and implement quality control training programs.

Competencies for both positions:
Strong communication skills, organization, data analysis and interpretation, and interpersonal skills. Strong problem solving skills, ability to train, coach and to coordinate priorities. Ability to compare and analyze glaze appearance versus master and adjust characteristic as needed. Capability to execute several projects at once.

Accompanying prerequisite for both position:
• Age 30 to 40 year(s). Able to work extended hours on occasions or if required. Efficient in MS Office, Excel and Internet usage. Should be elegant, energetic & have pleasant personality. Experience or serving at similar position in ceramic company and related field will be an additional advantage. The positions carries excellent compensation package. Interested candidates may apply with the complete CV by post or by mail to the following address. The application deadline is October 25, 2014.

Md. Mahbubur Rahman - General Manager-HR & Admin
RAK CERAMICS (BANGLADESH) LIMITED, RAK Tower, 7th-9th floor, Plot # 1/A, Jashimuddin Avenue, Sector# 3, Uttara, Dhaka-1230. E-mail: hrm@rakcerambd.com.

Figure 3: R. A. K. Ceramics (Bangladesh) Limited 's Local Newspaper Job Advertisement

➤ Thru Website Posting

Most modern type of advertisement providing tools. This tool is widely used by R. A. K. Ceramics (Bangladesh) Limited. They give online advertisement to site like bdjobs.com, chakri.com to find the applicant for the incumbent

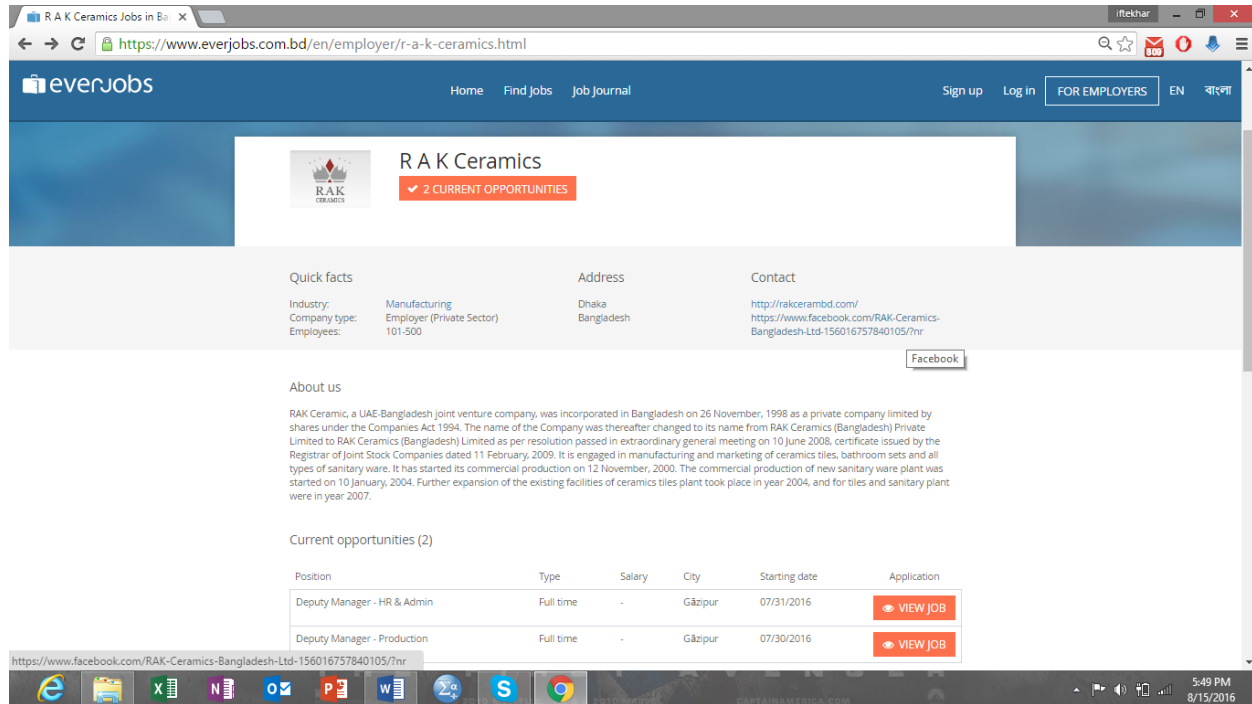


Figure 4: Website job posting

➤ Employee referral

Sometimes R. A. K. Ceramics (Bangladesh) Limited hire candidate on employee referrals.

➤ Walk in application:

R. A. K. Ceramics (Bangladesh) Limited have a chance to hire candidates on Walk in basis. Here the applicant come with their CVs and get direct interview. This is basically done for the workers or driver level candidates

5.3.5 CV Screening:

CV Screening is the procedure of sorting CVs to exclude applicants using sequentially more detailed investigations of the CVs. The objective is to find the most qualified applicants for an open job. This process is also called short listing. The process is directed by the Human Resource Department and Respected Department. RAK Ceramics (BD) Limited have some criteria that is preserved very strictly for shortlisting the best suitable candidate for the vacant position. The CV sorting criteria which are followed by RAK Ceramics (BD) are provided below:

RAK Ceramics (BD) Limited's CV sorting criteria:

- ✓ Experience
- ✓ Academic/ Technical/ Professional Education
- ✓ Institution of Education
- ✓ Reference- industry / Personal
- ✓ Record of Convicted felony will not be Consideration of Selection
- ✓ Third Division in academic Qualification are not eligible for Selection

5.3.6 Calling the short listed Interviewees:

This is the last step of recruiting process of the employees. After this step the selection process of the employee started. In this step candidates whose CVs are qualified and short listed are called for the interviews and other examination process.

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Chapter – 6
The Selection Process at R. A. K. Ceramics
(Bangladesh) Limited

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6.1 Introduction:

Selection process means putting the suitable and qualified candidates on the accurate kind of job. This is a process by which the organization matches its essential requirement with the skills and qualifications of the candidates. Employee Selection is the procedure of putting correct men on accurate job. It is a procedure of matching organizational requirements with the skills and credentials of people. Effective selection can be done only when there is effective matching. By selecting top applicant for the required job, the organization will get class performance of personnel. Moreover, organization will have less absenteeism and personnel turnover problems. By selecting exact candidate for the required job, organization will also save time and money. Proper screening of applicants takes place during selection process. All the possible applicants who apply for the given job are verified.

6.2 R. A. K. Ceramics (Bangladesh) Limited Selection System:

At R. A. K. Ceramics (Bangladesh) Limited Selection process start just after the interviewees who are short listed are called. According to the company selection is mainly defined as who will pass the Final interview they get selected in the Selection process.

6.2.1 Pre Selection Process:

In R. A. K. Ceramics (Bangladesh) Limited the selection process has some steps which are followed sequentially. The steps are provided:

6.2.1.1 Interviews:

As I said earlier at RAK Ceramics after shortlisting the resumes the candidates are called for interviews. A job interview is a one-on-one interview consisting of a conversation between a job applicant and a representative of an employer which is conducted to assess whether the applicant should be hired (Wikipedia, 2016). Interviews are one of the most widely used strategies for employee selection.

Basically, R. A. K. Ceramics (Bangladesh) Limited conducted two types of interviews for selection process:

- Written
- Oral

Written Test:

Most of the time company use the orally interview. But some time they can use written interview. When company needs different types of employee where there is an need of theoretical knowledge to do the job properly as well as when there is huge number of applicant for a post then the company conduct written interview to be more shortlisted. For example, to select the Assistant Manager of QEHS Department the company conducted the written interview. But the decision of taking a written interview for selection of candidate totally depends on company rules, regulation and high authority of R. A. K. Ceramics (Bangladesh) Limited.

Oral Test:

Oral interview or face to face interview is mostly used for selecting a candidate at RAK Ceramics (BD) Limited. In RAK Ceramics basically for all the post interview is taken orally if there is no need of written test. this type of interview can be done in a short period of time with limited resources. So when there is an emergency need of employee as well as small number of candidates then RAK take oral test.



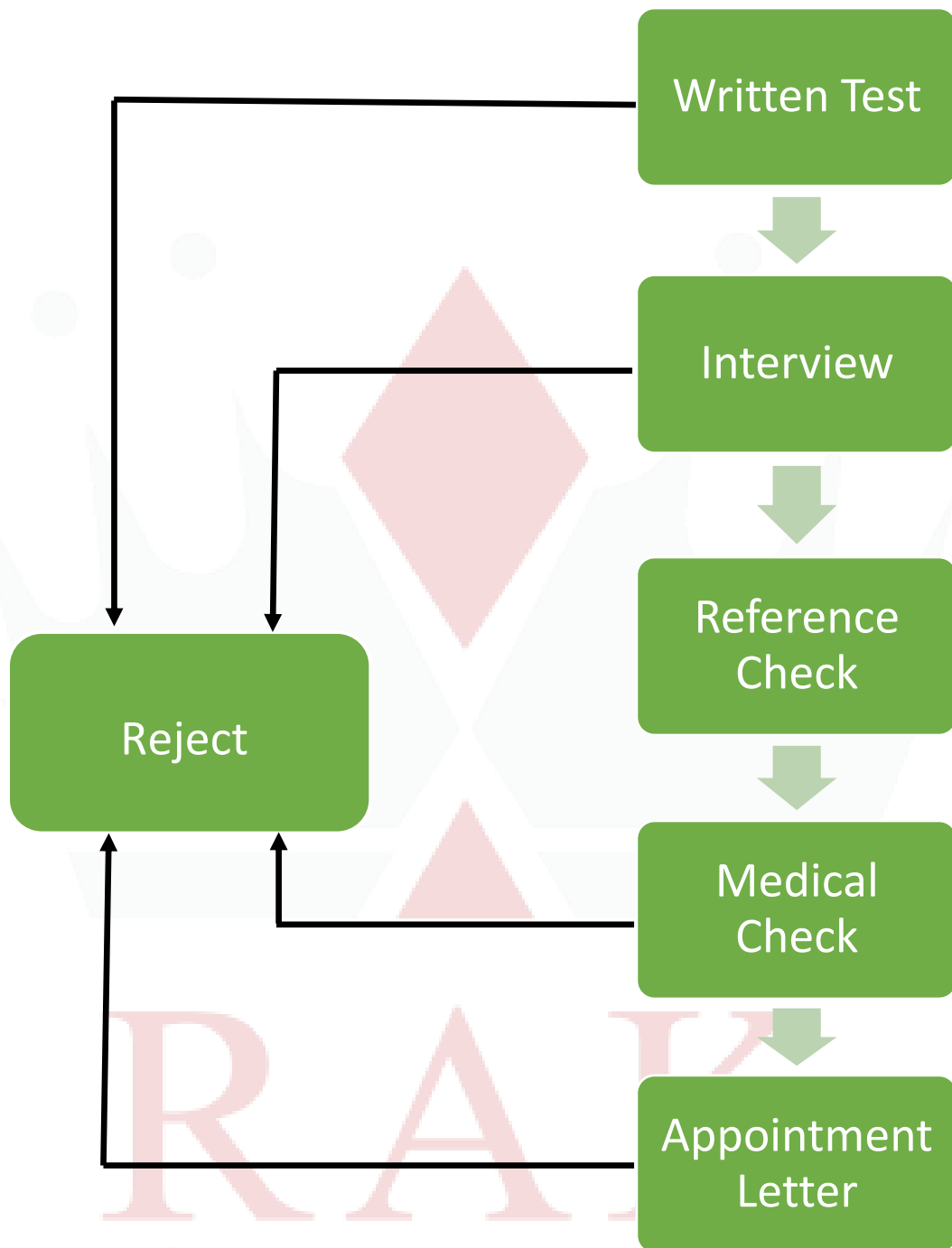


Figure 5: Selection Process Chart Followed by RAK CERAMICS (Bangladesh) Limited

6.2.1.1.1 Interview Boards for candidate's selection at RAK:

This oral interview is taken in two steps at RAK Ceramics (BD) Limited. The boards are known as below:

- Preliminary Interview Boards
- Final Interview Boards

Preliminary Interview Board:

The first phase is Preliminary interview phase. In this session the company share the views and examine the candidates preliminarily and select for the final interview. In this stage the board rate the candidates in the Interview Rating Sheet and also forward or give recommendation to the departmental head for further selection process. The preservation of rejected candidates along with their CV and Rating Sheet are done in this stage for future reference. The Preliminary interview board is consisting of Immediate Supervisor, Departmental Head of requisite department, other Departmental heads (optional) and representative from Human Resource Department.

Primary Interview Board (all except Staff)
Immediate supervisor
Department head of requisite department
Department head of another department
Representative of HR & Admin Department

Figure 6: Preliminary Interview Board Member

Preliminary Selection criteria of a candidate:

When selecting a candidate preliminary, the board emphasize on some criteria and try to maintain them strictly. The selection criteria are as followed:

- Communication skills
- Practical experience
- Confidence
- Personality
- Maturity

Final interview:

Final interview is the last phase in the interview process. This interview is taken by the high official of company. After this phase employee get to know whether or not he will be getting job or not. This final interviews are a candidate's last chance to make a strong impression on the employer before the employer chooses the employee for the post. Typically, a very small pool of top candidates who are selected previously are interviewed again for best possible suitability of the job.

Final Interview Board (all and staff)
MD
COO
Head of HR & Admin Department
Requisite Department head

Figure 7: Final Interview Board Members

The final interview board consist of Managing Director (some time), Chief Executive officer, Head of HR and Admin and Requisite Department head. They choose the candidate make final decision whether to hire or not to hire.

6.2.1.2 Approval of the selected candidates:

This is the second step of the selection process. In this phase the final selection committee members will put their signature to the final interview Rating sheet and send the sheet to managing director for the approval of hiring a candidate. The managing director provide approval of hiring candidate for management level and above but for entry level or mid-level hiring the approval may be given by the CEO and GM based on the prior approval of Managing Director.

6.2.1.3 Reference Check:

After the final selection of a candidate, the Human Resource Department of R. A. K. Ceramics (Bangladesh) Limited do verification of some information provided by the candidate in the job resume during applying. The try to find out the reliability of information such as candidate's educational degree, his working experience, employment status. The purpose of looking for those information or reference checking is to get authentic information about the selected appropriate candidates and also gaining expert advises about the candidates. The information is collected in a confidential way from the candidates' last employer as well as the other referee sources provided by the candidates during job application form.

6.2.1.4 Medical Checkup of candidates:

After the reference checking, if everything is positive then HR send the candidate for medical checkup this is the last pre selection step. In this step the candidate is examined whether they are medically fit for the job and company or not. if the medical checkup is found good then HR will carry on with the candidate and go for appointment process. All the medical test occurred during the candidate checkup are bear by the company and maximum of 100000 BDT are provided for checkup of a candidate.

6.2.1.5 Appointment of a candidate:

At this stage the HR will issue an appointment letter in favor of selected candidate. The appointment letter has the position of the candidate and a fixed joining date of one week from the issue date of appointment letter. Within the specific joining date, the candidate has to join in the position of the company where he/she has been selected.

6.2.1.6 Issuing Regret Letter:

The company issue a regret letter for the candidates' who applied for the managerial post. In that letter they thanking the candidate for coming for the interview and for showing their interest. This letter basically helps to keep good relationship with the applicant pool.

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6.2.2 Post Selection Process:

Within the date of joining stated in the appointment letter the candidate must have to join in his /her position at the company. There is also some procedure for joining the company and become a team member of this renowned company. The steps are mentioned below:

6.2.2.1 Submitting the joining letter:

Person joining to the company shall submit with HR and Admin Department joining Report duly filled and signed in duplicate the day joined the company. Refer” Employee Joining Report (PMAHR 07.DOC) and Job Application Form (PMAHR19.DOC)”

6.2.2.2 Orientation of the Employee:

After the joining the selected candidate go for an orientation training provided by the collaboration of Human Resource Department and the respective Department where the candidate has joined. Then the orientation form duly signed and filled up submitted to the Human Resource Department

6.2.2.3 Other Supporting Documents:

With the joining letter and orientation form the newly hired candidate must have to provide other documents such as

- **Release Letter**
- **Experience Certificate**
- **Self-declaration bond**

6.2.2.4 Submitting SAP Requirement Form:

In addition to this documents the hired candidate must have to fill up the SAP Requirement Form where the employee gives all the details of himself and his family members. He also provides the NID number and other legal documents s that the HR officer can put them on SAP Software and link him to rest other employees as well as company HRIS software and hire him as an employee.

6.2.2.5 Employee orientation and Onsite training & introduction to respected Departments:

An employee orientation about the company and job specification shall be arranging HR & Admin Department. Newly hired employee will be brief and oriented about the company and its operation. The HR shall only be responsible to introduce this newly hired employee to the concerned department.

6.2.2.6 Intimation to Accounts Department:

A copy of the application letter and joining report shall be forwarded to accounts Department within three days of joining, which is responsible for new employee record with in payroll models.

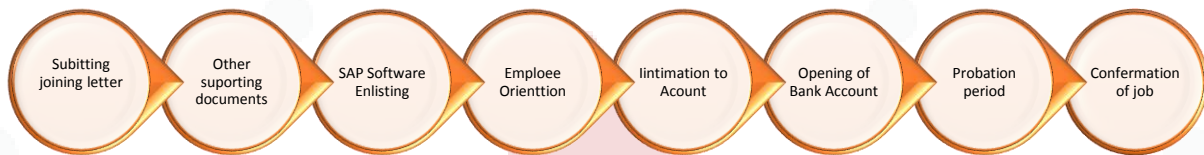


Figure 8: Hiring Process of a New Candidate

6.2.2.7 Providing Identity Card to Newly hired employee:

A punch / proximity / swipe card will be issued to the new employee to time – in his reporting time and time-out after completing the require working hours.

6.2.2.8 Opening a bank Account:

The HR department also provide help to the new employee to open a bank account for providing him/her salary at the end of the month.

6.2.2.9 Provisional Period:

As R. A. K. Ceramics (Bangladesh) Limited is a Public limited and enlisted in the Share market of Bangladesh, so they have to follow the rules and regulation very strictly. The company maintain the policy in coordination with the Bangladesh Labor Act 2006. As a result, the company has a probation period of three months with an extension of another three months. In the probation period the employee is not able to get any benefit like leave bonus etc. mentioned in the company policy.

6.2.2.10 Confirmation of Job:

After completion of the probationary period, a performance review will be conducted by concerned managers prior to severing letter of confirmation.



Chapter – 7

Findings

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7.1 Some findings about R. A. K. Ceramics (Bangladesh) Limited:

After doing my internship for three months in R. A. K. Ceramics (Bangladesh) Limited I have observed their recruitment and selection process and I have found the following findings about the selection process of R. A. K. Ceramics (Bangladesh) Limited:

- R. A. K. Ceramics (Bangladesh) Limited mainly emphasizes on both internal and external sources for recruitment.
- Internally the organization releases the positions of the job and announces it to all current employees. Nature of the vacancy and the skills needs for the job is described in the announcement so that the interested candidates can apply.
- R. A. K. Ceramics (Bangladesh) Limited recruits the relatives and dependents of the employee in some cases.
- Alternative way to find applicants is through employee recommendations by other departments. Casual announcement among supervisors who can lead the finding for the best candidates who are working in another department in the firm.
- Based on candidate's skills, educational background, experience of work candidate can be recruited in the organization.
- For external sources the company does advertisement, provide online advertisement, takes assistance from the employment agencies (only for high level post where foreign job seeker are applied), arrange internship for the students, take employee from personal contact.
- R. A. K. Ceramics (Bangladesh) Limited has a structured and standard selection process. This is strictly followed by the selection panel that is authorized by the organization.
- They first screen CVs. This process is done by some selective criteria which are needed for the company. After that selective applicants are asking for written test. Those who are successfully passed the written exam are called for the preliminary interview and after the preliminary selection comes the final interview.
- Once the recruitment and selection process is completed then the personnel are appointed base on their job description.
- The organization fills the vacant position by promoting the present employees (if the employee is suitable). But most of the times it recruits from outside
- Sometimes interns are recruited based on their performance.



Chapter – 8

Recommendations and Conclusion

8.1 Recommendations

After closely observe the overall recruitment and selection process of R. A. K. Ceramics (Bangladesh) Limited is one of the best joint venture in ceramic sector of Bangladesh and they are doing very good in their business and also their recruitment process is top class. I have some recommendation for the company according to my observation that will make the company more lucrative and fascinated to applicant pool which are provided below:

- To hire fresh blood and innovative candidate R. A. K. Ceramics (Bangladesh) Limited can use campus placement method as a recruitment and selection tool.
- For entry level post they can use written interview but for the mid and top level vacancy written test could be prohibited rather they can put emphasize on the experience and working skills.
- The company can take interns in regular basis as it helps them (interns) to understand the real life working environment as well as the company can hire them after the intern period which will help the organization to lessen cost.
- They can introduce online recruitment process as a preliminary selection tool.
- They can provide training to its employees to be more developed and acquainted with latest trends
- They can focus on internal recruitment to reduce cost.

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8.2 Conclusion:

In the conclusion, recruitment is a vital matter for any organization. Recruitment and selection allows an organization to evaluate the vacancy and select the best people who will lead the organization in future. So the organization should give more priority on choosing a person. A person who can carry forwarded the organization in terms of development, values and ethics. Mostly the valuable resource for any organization is their experienced based efficient employees. The organizations should more careful on this issue to ensure the quality and ethics. we can easily find out that RAK Ceramics has been recognized as the world's major ceramic tile producer through the 'Ceramic World Review', the best known and most widely circulated international magazine dedicated to ceramic tile and sanitary ware production technologies. It covers the whole Bangladesh by its products variety. There are many product and services of RAK Ceramics is presented in Market. At this moment the company is in top position. But the competitors are coming to this sector, so strategies of the company will be to hold the top position among the competitors. We can easily discovery the Human resource practice, recruitment and selection process, employee satisfaction and relations at RAK Ceramics is a very developed and effective one. As to compete with its competitors and to provide top level benefits to attract its employee, this multinational company, RAK Ceramics should evaluate the recruitment and selection process of other global company of home and away. That can make RAK Ceramics perfect in recruiting people and the company will be able to attract resourceful experts, that will increase the production as well as profits of the company.



Chapter – 9
Appendix

Chapter – 10
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