



Inspiring Excellence

BRAC UNIVERSITY

INTERNSHIP REPORT ON:

**A STUDY ON EFFICIENCY AND EFFECTIVENESS OF HEADHUNTING PROCESS
OF GROW N EXCEL.**

SUBMITTED TO:

**MS. UMMUL WARA ADRITA
LECTURER
BRAC BUSINESS SCHOOL
BRAC UNIVERSITY**

COMPANY NAME:

**GROW N EXCEL
HR MANAGEMENT & CONSULTANCY FIRM**

SUBMITTED BY:

**TANZIM BIN MOIN
STUDENT ID: 13204069
COURSE ID: BUS 400
BRAC BUSINESS SCHOOL
BRAC UNIVERSITY**

START DATE OF INTERNSHIP: SEPTEMBER 13, 2017

END DATE OF INTERNSHIP: DECEMBER 13, 2017

REPORT SUBMISSION DATE: DECEMBER 07, 2017

INTERNSHIP REPORT

ON

**A STUDY ON EFFICIENCY AND EFFECTIVENESS OF
HEADHUNTING PROCESS OF GROW N EXCEL.**



LETTER OF TRANSMITTAL

7th December, 2017

Ummul Wara Adrita

Lecturer

BRAC Business School

BRAC University

Subject: **Submission of Internship Report.**

Dear Miss,

I would like to take the opportunity to thank you for your guidance and support you have provided me during the course of this report. Without your help the report would have been impossible to complete. With deep gratitude, I would like to acknowledge the help provided by M. Rezaur Rahman, Senior HR Associate, grow n excel for providing utmost supervision during my period of internship in the organization.

To prepare this report I have collected what I believe to be the most relevant information to make my report as analytical and reliable as possible. I have concentrated my best effort to achieve the objectives of the report and hope that my endeavor will serve the purpose. The knowledge and practical expertise I have acquired during my internship period will help me in my future professional career.

Thank you again for your support and patience.

Regards,

Tanzim Bin Moin

ID: 13204069

ACKNOWLEDGMENTS

I would like to express my profound gratitude to all those who have been instrumental in the preparation of this internship report. I wish to place on records, my deepest appreciation for the support, supervision, and direction in every aspect from, grow n excel officials, my faculty, and friends.

I would like to express my deep sense of thankfulness to my organizational supervisor of this Internship Program, M. Rezaur Rahman, Senior HR Associate, grow n excel, for his enormous help and endless support throughout the training period. To get accustomed with the nature of a very dissimilar industry was quite a challenge for me; without his guidance, it would not have been possible for me to continue and then end up with a successful internship.

I would also like to show my utmost gratitude to all the officials of grow n excel; especially the teams that I have worked in and all the others teams in the Recruitment department. I would like to mention the name of Manzurul Haque (HR Associate) for facilitating me with all the internal information that helped me to prepare the company overview and industry analysis; the information that I as an intern had no access to. Finally, and most importantly, I would like to concede the guidance of Ms. Ummul Wara Adrita, Lecturer, BRAC Business School, BRAC University, for her expert advice and help in preparing this report.

EXECUTIVE SUMMARY

The report focuses on the efficiency and effectiveness of headhunting process of Grow n Excel, one of the leading Human Resource Recruitment and Consultancy firm in Bangladesh. The headhunting and executive search department has their own database and security to fulfill the client's requirement and maintain high level of confidentiality. The recruitment process is different depending on the job descriptions that are provided by the clients.

Recruitment Process Outsourcing (RPO) is widely recognized and very common now. The report will take its readers to a journey through which he or she will be able to understand how Grow n Excel performs and executes the duties and responsibilities and fulfill the client's requirements in a timely manner. Through RPO many local and multinational organization has gained effectiveness and efficiency and were able to reach the desired goals and objectives easily.

The report has been completed based on my 12 weeks of internship period in the Headhunting and Executive Search department of Grow n Excel. The activities that are included are the recruitment process, benchmarking, CV screening, calling, interview sessions, compensation and benefits and all the other activities and how it is done.

Table of Contents

LETTER OF TRANSMITTAL	i
ACKNOWLEDGMENTS	ii
EXECUTIVE SUMMARY	iii
INTRODUCTION	1
COMPANY PROFILE	2
HISTORY & BACKGROUND	2
SERVICES OFFERED BY GROW N EXCEL	2
▪ HR Planning and Strategy	2
▪ Employment Value Proposition (EVP)	3
▪ Comprehensive HR Processes	3
▪ HR Audit	3
▪ Executive Search	3
▪ Recruitment & Selection Services	4
▪ Organizational Restructuring	4
▪ Performance Management	4
▪ Talent Management & Succession Planning	5
ORGANIZATIONAL ORGANOGRAM	6
HEADHUNTING PROCESS OF GROW N EXCEL	7
Headhunting Department	7
Clients of Headhunting Department	9
Process of Headhunting	10
Recruitment Process Outsourcing (RPO)	12
METHODOLOGY	14
ANALYSIS	15
Time Taken for the Headhunting Process	15
Number of Jobs Filled Up in the Past Four Years	16
Competitors in the Market	17
Performance of the Candidates	18
Client's Feedback	18
FINDINGS	25
LIMITATIONS	26

RECOMMENDATION	26
CONCLUSION.....	27
REFERENCES	28
Bibliography	28
APPENDIX.....	29
Survey Questions	29
FIGURES.....	31

Table of Figures

Figure 1: Organizational Organogram (Source: Grow n Excel office)	6
Figure 2: Wings of Grow n Excel (Source: Grow n Excel office)	7
Figure 3: Client list of Grow n Excel (Source: Grow n Excel Office)	9
Figure 4: Email from the Client about the Positions (Source: Grow n Excel Office)	31
Figure 5: Job Description from the Client about the Position (Source: Grow n Excel Office)	32
Figure 6: Sending the Resumes to the Client for Review (Source Grow n Excel Office)	33
Figure 7: CV Mapping (Source: Grow n Excel Office)	34
Figure 8: Interview Schedule Sent to the Client (Source: Grow n Excel Office)	35
Figure 9: Graphical Representation of Time Taken for Each Step in the Last Four Years	36
Figure 10: Number of Jobs Filled in the Last Four Years (Source: Grow n Excel office)	37
Figure 11: Competitor's Market Share (Source: Grow n Excel office)	38
Figure 12: Productivity & Efficiency of Candidates in % (Source: Grow n Excel office)	39

INTRODUCTION

Grow n Excel is a leading Human Resource Management firm which focuses on executive search and recruitment process outsourcing. It has three more sister concerns Apparel Talent, Dynamic Resources and Smart Check Limited. The Apparel Talent looks after all the recruitment process of the garments industries in Bangladesh. The Dynamic Resources focuses on volume hiring and payroll and Smart Check Limited put its attention on all the verification process. The mother company is Grow n Excel and its journey began 10 years ago. The mission of grow n excel is to help both the individual and organization by providing HR and Management consulting services. The company has deep knowledge and understanding in HR practices which helps it to deliver the best quality services to its clients. Grow n excel is one of the leading Human Resource Management consultant firm in the country which is driven by its core values i.e. professionalism, passion and client focus. Putting into consideration of the enormous potential in our country, it focuses on identifying individual prospect and builds strong and developed human capital by assisting their clients in enhancing organizational capabilities to meet future challenges.

Grow n Excel consist of a dedicated pool of resources with a diversified background through which it is possible to support the clients at all time. Also, highly experienced professionals are involved in the process to deliver quality outcome, which eventually matches the expectation of the clients. The company tries to understand the client's projects and try to deliver the requirements within given period of time.

COMPANY PROFILE

HISTORY & BACKGROUND

M. Zulfiqar Hussain is the CEO and Lead Consultant of grow n excel. He has more than 12 years' experience as Human Resources Director/Head of Human Resources in Citycell & Nestle. He was an important person who introduced various management changes in Citycell. Prior to joining in Citycell, he was the Human Resources & Corporate Affairs Director of Nestle Bangladesh Ltd. (a fully owned subsidiary of Nestle S.A. Switzerland) where he worked as Head of Human Resources for more than a decade. Mr. Hussain set up the HR function at Nestle as well as played an important role in establishing Nestlé's operation in Bangladesh. As part of professional development programs, he participated in large number of training programs, seminars and workshops in the area of Human Resources Management, Leadership & Change Management in various countries. He also actively participated in various HR forums of different trade bodies and chambers. He is also teaching at the leading business schools (North South University, BRAC University) of Bangladesh. Mr. Hussain enjoys conducting training programs on a regular basis.

The company also has highly motivated dynamic young professionals in the HR area which ensures premium service to both local and international clients.

SERVICES OFFERED BY GROW N EXCEL

▪ HR Planning and Strategy

The services that Grow n Excel provides are HR planning and strategy. The company helps their clients to establish appropriate values framework which is believed to be important for the long term success of any organization. The company arranges sessions with the management and tries to establish vision for the organization and also try to understand their values and identify them through well-structured questions. Then the organization performs a final presentation with the top management discussing the next steps and findings and makes them aware about how they are going to implement their plan for the future.

- **Employment Value Proposition (EVP)**

The company then designs Employment Value Proposition (EVP) which is important to attract and retain the talent segment of an organization. The EVP is the set of values, offering and an association that puts a positive thought in the employee's mind, it provides a reason to work in a particular organization and gain a competitive advantage for both the current and future employees. It consists of various dimensions and each of them focuses on a number of attributes and the company helps to identify the right combinations which are best suitable for an organization.

- **Comprehensive HR Processes**

It is believed that proper alignment of human resource process with the organizational strategies is very important as it displays the strategy's clarity. Grow n Excel supports HR professionals to act as strategic partners to help organization align their HR process with their strategies and help establish right link between them so that it is possible to attain the organizational goals and objectives.

- **HR Audit**

Grow N Excel does HR Audits which ensures the effectiveness of the ongoing HR operations conducted throughout the organization by finding out the drawbacks and minimizing loopholes and aligning HR process with the organization strategies and objectives. The company's expert audit team ensures comprehensive HR audit in the area of talent acquisition, performance management, training & development, compensation & benefits, HR strategy and processes, organizational values & culture which will enable the existing HR system to meet future challenges with enhanced capabilities.

- **Executive Search**

Grow n Excel have a strong network of helping its clients in search of the right candidate who are suitable for the job in the organization. The company has a wide and in depth understanding of the employment market and help to locate candidate with the right skill and knowledge. These are done through a systematic process and the team member all have good understanding and experience of recruitment and selection and try to deliver the projects to its clients in time. Grow n Excel uses professional approach in finding the suitable candidates. The company has to understand the client's requirements, their line of business operations, work environment, organization culture, future growth plans, etc. This process is kind of setting up a benchmark and

then through that candidates are short listed by the company's active data bank. After that candidates are screened on one to one interactions and checking on their credentials whether they are suitable for the required position and the assessment are provided in a structured format. Then the company assists in finalizing candidates with appropriate compensation package.

▪ **Recruitment & Selection Services**

Attracting and selecting the right profile of candidate for the job is a vital activity. The whole process of recruitment can be very time consuming as well as expensive for many organizations. Grow n Excel offer recruitment & selection services for the client's regular placements or major recruitment drives by completing our suggested whole process or partially. The clients are highly benefitted as it saves a huge amount of management's time and reduces the recruitment cost to a much lower level. Also, it increases the client's choice of candidates for a given job. The company establishes structured process and tools for particular recruitment and selection and develops role profile. They design advertisement/job posting for relevant media and then shortlist candidates based on the criteria or job description. After that they conduct aptitude and written test and competency based preliminary interview.

▪ **Organizational Restructuring**

Right organizational structure is the fundamental to superior performance. Grow n Excel assist our client's to choose most appropriate organizational structure to meet its current and future requirements. This helps the organizations improve its efficiency, communication and network. Important decisions are made faster and more accurately. The company evaluates current organizational structure, processes and procedures and recommends a restructuring plan. Then it designs roles to support restructured organization. It then reviews current employee strength for management review and advice clients to handle legal or compliances.

▪ **Performance Management**

Performance management conducts various activities to make sure that the organization's objectives are consistently being met efficiently and effectively. Grow n Excel proposes a holistic approach to design and implement performance management process for the organizations.

- Planning – mutually agreeing on job objectives/targets which support departmental and organizational objectives.

- Managing – on going review of process and objectives.
- Appraisal – formal assessment of overall performance including discussion and agreement on possible development options.
- Developing – implementation of development plans to bring employee performance to a higher level.

Grow n Excel develop performance management pack by:

- Performance management guideline.
- Objectives/KPIs setting process.
- Conducting effective appraisal session.
- Development discussion and coaching plan.
- How to manage non-performers.

▪ **Talent Management & Succession Planning**

Identifying, retaining and developing talents is one of the key challenges of a business as it is a crucial part of leadership development. It is also very difficult for any organization to manage all of these things together and lead the company. Grow n Excel helps their clients by following structured and consistent process for both talent management and succession planning and outcomes of talent management review is combined with succession planning process.

➤ Talent management services is provided by:

- Develop talent review guideline with appropriate matrix.
- Assist to identify talent pool as per agreed criteria/guidelines.
- Establish success profile and evaluate talent pool accordingly.
- Design development interventions for talents.

➤ Succession planning services is provided by:

- Identify key positions considering size of business, growth potential, organizational complexity etc.
- Create success profile for selected positions.
- Review succession planning process in terms of readiness, individual competences versus success profile, prioritization and analyze the gaps.

- Identify and formulate action plan to close the gap.

ORGANIZATIONAL ORGANOGRAM

The Headhunting and recruitment team of Grow n Excel consist of highly trained, dynamic and experienced professionals who are always ready to take any kind of challenge and outsourced services. The number of young professionals are high here who is passionate and dedicated enough to provide required HR services to the clients. The interns also get preference here as most of the time they are retained by the company after the completion of their internship.



Figure 1: Organizational Organogram (Source: Grow n Excel office)

HEADHUNTING PROCESS OF GROW N EXCEL

Headhunting Department

The Headhunting department of Grow n Excel has various wings through which it performs its responsibilities. The whole department consists of four wings that are Executive Search, HR Outsourcing, Training and Consulting.



Figure 2: Wings of Grow n Excel (Source: Grow n Excel office)

Executive Search: Executive search is one of the most important wings of Grow n Excel. This wing began its journey from the very first day of the company. The main function of executive search is to find the right candidate for the right position, keeping every aspect of the organization and the candidate's potential in mind. The clients share the job description of the position with the team and after that, candidates match with the required criteria is sent back to the client for further review.

HR Outsourcing: This is also a very important part of the headhunting department. The HR department of other organization comes up to the company for help with the recruitment process. This is mostly done by multinational companies because their HR department remains busy coordinating with the other departments and it becomes difficult for them to sort out the appropriate candidates for the required position. This is given high preference from both the

sides because recruiting inappropriate candidate can be costly and lead to an unfavorable condition.

Training: This part of headhunting department deals with all kinds of training of candidates of different organization according to the organization's policy. The training is mostly lead by the CEO and the lead consultant of Grow n Excel. This training session is important to conduct because through this, candidates can express their employers about themselves and also the employers can make a more detailed decision about the employee and the position he or she is going to fill.

Consultancy: Consultation is mainly done by the CEO Mr. M. Zulfiqar Hussain followed by Mr. Kabir and Miss Prema. Through consultation the candidates can explore their inner potential and understand which position is best suitable for them and through which they can prosper in their corporate life. This consultancy is also important for the employers because through this the employer can understand what he or she should expect from the candidate while filling up a position and the required responsibility for a particular position is.

Clients of Headhunting Department

The vision of Grow n Excel is to provide top class and well developed set of practices in HR and it is working inexhaustible to offer all rounded solution regarding HR to the country's top level companies.

Client list of Grow n Excel			
Bata Shoe	Grameenphone Ltd.	IDLC	BRAC
Nokia Siemens Networks	Axiata Bangladesh Ltd.	Standard Chartered	Citibank, N.A.
Pendekar Energy	(Robi)	Bank	Lankabangla
Rahimafrooz	Marico	United Commercial	Finance Ltd.
Cairn Energy	Asian Paints Bangladesh	Bank Ltd.	BEOL
Arla Foods	Mutual Trust Bank Limited	HSBC	ProthomAlo
New Zealand Dairy	Reckitt Benckiser	Walmart Bangladesh	Youngone
Oriental Real Estate	Suvastu Development	Unilever	Novo Nordisk
Gsk	Coats	BAT	Lafarge
DHL	Rohto-Mentholatum		Tesco
Novartis			

Figure 3: Client list of Grow n Excel (Source: Grow n Excel Office)

From the clients list above it can be seen that Grow n Excel is a highly reputed HR firm in Bangladesh and very reliable. Both the local and multinational companies can rely on them and give them the responsibility of recruiting talents for the organization.

HRIS ADMINISTRATION: The HRIS branch of Grow n Excel is an individual server where all the resumes of people employed or looking for jobs are gathered, updated and sorted in segmentation. The segmentation includes Industry wise segmentation, Company wise segmentation and department or position wise segmentation. The database is regularly updated with the help of some of the trusted source of the company (Bdjobs.com and LinkedIn). Whenever necessary the headhunting department can log into this database and search for candidates matching the required criteria. Also, a profession computer engineer is regularly present, looking after the server and ensuring top most security available to protect the data from any kind of threats.

Process of Headhunting

The process of headhunting of Grow n Excel is very much similar compared to any other human resource consultancy firm in the country. When an organization wants to avail the service of Grow n Excel, it first checks out the website and gather some information such as the services provided by them, where the office is situated, who are the clients of the company, their reputation in the market and the telephone number. The reputation of the company is unavailable in the website and the client find this information from other sources such as word of mouth, social media and individual/client who has availed the company's service before and given a positive feedback in the company's website. Then they call the hotline number and fix a meeting with the team leader of the headhunting department. Then they visit the office and learn about all the services in details that the company provides in the market. They are then given a proposal letter where all the clauses and information are enclosed, if the client agrees with the terms and conditions they are required to send a formal mail in the official mail address, mentioning that they agree with the company's policy and they want to avail the headhunting and executive search program (Figure 4).

After this the client sends the job description of the positions to the headhunting team (Figure 5). The team leader disburses the positions according to the expertise of the team members. Then everyone is assigned with a particular position and they thoroughly study the job description and try to set a benchmark according to that. Every company has different benchmark and the members study them through looking at profiles of the existing people in the client who are currently working or previously worked in this position. All kinds of criteria are set first such as experience, education, industry, functions, etc.

After all these are set, the members search for the resumes which are exact or 80-90% match with the job description. It is very difficult to find resumes which match 100% but sometimes some of them matches with the job description. Each member of the team goes through 100-150 resumes for each position and tries to find the accurate candidate. From that search, 30-40 resumes are shortlisted and they are then reviewed by the team leader. After the positive sign of the leader, the member approaches these shortlisted candidates by calling them. The candidates are given the idea about the client the company is working with and also about the position. Then the responsibility of the position is shared with them, the range of the salary and all the other

benefits of the organization are also shared. If the candidates agree with all the conditions they are requested to send their updated resume in the official mail. The candidate is asked whether they applied for the client before within 1-1.5 years because there is a clause of the client in the agreement where it is stated that candidates who applied for the position before are ineligible to apply again. From those 30-40 candidates 6-10 candidates agree for the position and send their resumes.

After going through their resumes with the team leader, the member who is assigned for the task does “Branding” which is putting the company logo and delete any unnecessary things from the cv and rank them accordingly. Then the team leader attaches the resumes in the official mail and sends them to the client (Figure 6). Then the client reviews the resumes and if everything is good they notify the company about the interview schedule (Figure 8), if the resumes are not up to the mark, the company is bound to send more resumes to the clients and the whole process is repeated again. After the interview schedule is prepared, the candidates are called again and they are notified about the time place and date of the interview, an e-mail or SMS is sent to them as a reminder. The interview schedule is then sent to the clients, stating clearly when it is going to start and when each and every candidate is supposed to come. The candidates are called for a follow up a day before the interview takes place. An excel sheet is created where all the details of the candidate is stored for future references, this is called mapping (Figure 7). After the interview the client short list the candidates who are selected and send a formal mail to us with the name and resume. After all the positions are filled up, the client makes the payment according to the agreement and gives feedback about the services they received from the company. Sometimes it occurs that the client has to take the interview session in the company’s office. This facility is also available and the client can easily conduct the session without any problems.

Over the span of 10 years, grow n excel has grown bigger and stronger and it is now capable of placing candidates from mid-level to top level positions. The company has placed CEO, CMO, MD, CFO, GM, AGM, DGM, etc. of multinational companies such as Citi N.A., Marico, International Beverage Private Limited to local companies such as Rangs Limited, Transcom Limited, etc. The company has planned to take its function to next level by launching its operations globally.

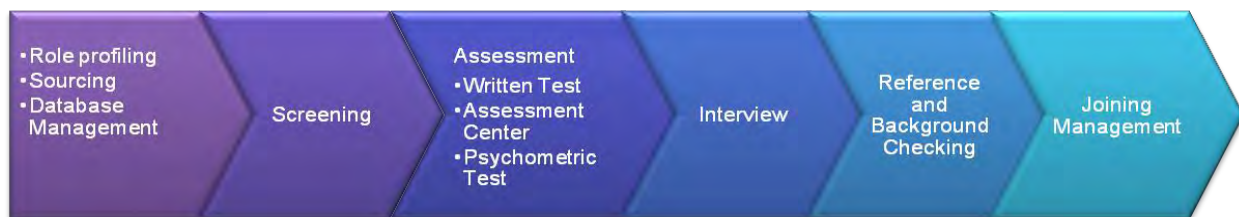
Recruitment Process Outsourcing (RPO)

Grow n Excel does Recruitment Process Outsourcing (RPO). They offer top to bottom recruitment solution to their clients. They act as recruitment partner for the organization from the very beginning that is from the benchmarking till the employee joining the organization. Through RPO the client can save a lot of their valuable time and cost and also it ensures that professionalism is maintained while a potential candidate is approached. The core requirements are highly focused and there is less chance of wrong recruitment. Moreover, the client's brand is portrayed more vividly and everyone including the candidate can get a clear idea about the organization and the position.

Grow n Excel provide RPO service by:

- End to end RPO: Managing the total recruitment service of an organization.
- Partial RPO: Managing selected portion of the recruitment process.
- Project RPO: Managing short term organizational projects.

The whole RPO is done by:



- **Role Profiling:** After the client share the job description with the headhunting team, the team members study the document and understand clearly what the client is looking for in the candidate. Then profiles of people working in the organization are studied to understand the standard of the employees. Looking after all these things a benchmark is created based on the work experience, education, industry, functions, etc.
- **Sourcing:** After the benchmarking process, the team member search resumes or profiles who are best fit for the role. It is done through own CV bank, job posting, phone calls, social networking sites, etc. It is very hard to find resumes that match exactly with the job description, but profiles match 80-90%. Then with the sourced resumes, the headhunting team leader decides which resumes going through and which to discard.

- **Database Management:** Grow n Excel maintains a structured process of storing the resumes in their own database. This is done by managing data of candidates by keeping necessary information such as name, organization working now, organization worked before, experience, education, etc.
- **Screening:** After the initial sourcing, the team members closely match the resumes based on the different criteria such as experience, skill, extra-curricular activities and other important criteria set by the organization. The shortlisted candidates are then called and shared the job description of the position. After they are interested they are notified about the written test and other important details.
- **Written Test:** Grow n Excel's written test is designed with questionnaire, MCQs, analytical, mathematics and English language section. The written test is then examined and the results are published. The shortlisted candidates are then invited for assessment.
- **Assessment Center:** In the assessment centers the candidates are given real life situations, and judged based on how they deal with it. This is more like case study and the cases are based on the organizational functions and the challenges it faces while operating in the market. Grow n Excel carry out the assessment program through group discussion, presentation, one to one interview, case analysis behavioral observation.
- **Interview:** Grow n Excel conducts competency based interview which reflects that the candidates have met the required behavioral indicators as per organizational policy. Collaboration is done with the client to better understand the competencies of the position the team is working for. They have a highly trained interviewer who conducts the interview sessions.
- **Reference & Background Checking:** Organization face huge amount of problem due to poor reference and background check. To make organization more competitive grow n excel provide this particular service.
 - **Employment Verification Checking:** Grow n Excel verifies the job responsibilities of the candidates and ensures that he or she is actually employed in that position before or other places he claimed to have worked. It gathers feedback from the previous organization and provides a detailed report the client about the candidate.

- **Educational Verification Checking:** Grow n excel collects all the educational certificates of the candidates and verify them with the institutions, making sure that all the certificates are original. Then a detailed report and feedback is provided to the client.
- **Joining Management:** After all the things are done, grow n excel handle all the necessary procedures for a candidate to join the organization submitting all the important documents to the client.

METHODOLOGY

For the preparation of the report a survey was taken among 10 clients of grow n excel. A survey questionnaire was prepared and was sent them through the mail. They all went through the questionnaire and gave the feedback based on the services provided by the company. After that they sent back their answers through the mail and the data was put into SPSS (Statistical Package for the Social Sciences) and the results were retrieved from them for further analysis and interpretations.

ANALYSIS

Time Taken for the Headhunting Process

There is a time factor that the headhunting team needs to keep in mind. This is because when a client approaches grow n excel, it also approaches other headhunting companies. So, it can be observed that there are competitions available in the market. Every HR firm wants their resume of the candidate to be accepted. This is crucial because the companies earn money through number of hits i.e. number of candidates accepted by the organization for the positions. Collecting resumes from reliable sources such as Bdjobs.com and LinkedIn is very common because everyone has access to it. Though accessing Bdjobs.com is a bit difficult because one has to buy membership before searching for any resumes in their CV bank. The candidates who are searched in those sites are all common and if one company approaches them before, they become uninterested in sharing their resume to other company. Then it becomes difficult for the company to source out the right candidate for the job. For selecting a candidate for a position the company has to keep in mind various things such as experience, function, industry, education, etc. Most of the organizations that outsource these recruitment processes are very much lenient with the education. They mostly try to focus on the experience industry and functions part. This is because it is observed that candidates with higher experience, working on the relative industry and performing similar functions lead to higher productivity, efficiency and organization can achieve their goals and objectives easily. Usually it takes one to two weeks for grow n excel headhunting team to source, screen and deliver potential candidates for the interview process, but sometimes for some position it is really tough to get the right candidate for the position and the team members have to struggle a lot for it. This kind of situation is very rare and for the past 10 years grow n excel was able to provide quality service to its clients within the time frame (Figure 9).

Number of Jobs Filled Up in the Past Four Years

As grow n excel is a leading HR firm in the country, its reputation in the market is very high. It has been filling positions from the very beginning of its journey and many renowned industries are relying on its services for many years. The country's leading companies are coming to avail its services because of its quality and timeliness. The company follows TIC theory that is Timeliness, Inquisitiveness and Completeness. This theory is developed by the company's leading consultants and each and every member is bound to follow them in every steps of their job, while filling a position. Timeliness refers to time taken for each member of the headhunting team to perform his or her task. It is a core function of the headhunting team that they provide the service to its clients in a timely manner because competition is available in the market. The searching, sourcing and shortlisting of resumes must be done within the selected timeframe. The team members have to show curiousness to learn from each of the projects assigned to them. This is referred to inquisitiveness. Through this it is believed that productivity and quality of the services provided to the clients are up to the mark. The clients will also be highly motivated to refer the services of the company to other organizations. Completeness is referred to the overall quality of the service provided to the clients. Whenever, a position is filled the headhunting team members are required to deliver the top most service quality and ensure that the client is fully satisfied with the service and received the full package from the headhunting team. For the last four years grow n excel has been very productive and were able to fulfill the clients demand. This happened because of the easy access to the database and various training programs that the headhunters had to go through after joining the company. Due to its reputation, the company is getting high number of clients and positions to fill. In 2013, grow n excel filled up about 80 positions of 15 clients, whereas its competitor HR Kites filled up about 45 positions. The number of positions filled increased over the next three years because of the quality and the efficiency of the company. In 2015, HR Kites was unable to cope up with the competition in the market and closed down its business. At that time there was another emerging firm known as Enroute in the market that was a huge threat for grow n excel. It is still competing in the market head to head. In 2016, grow n excel was able to fill more than 140 positions of 30 local and multinational companies and it is believed that the number will grow in the near future (Figure 10).

Competitors in the Market

Headhunting business is very popular in Bangladesh and there are more than 32 headhunting companies performing its functions in the market. Outsourcing the recruitment process of the companies is getting recognized and the organizations are doing it frequently. This is happening because outsourcing the recruitment process saves a lot of time and increases the efficiency of the organization. Also, the possibility of hiring the right candidate for the right position is very high as the headhunting companies are specialized in that particular task. One of the very old companies in the market is Monowar Associates. They started their business in 1992 and they are one of the toughest competitors in the market. Their network is very strong and what they charge their clients for the services they provide are also high. For this reason, many organizations do not prefer taking service from them as this increases their cost. Another company competing in the market is Enroute. They are also very dominating in the market and for them the competition is increasing every day. They charge a bit less than the other companies in the market but their services are not up to the mark. For this, organizations are not very much interested to outsource their recruitment process to this particular company. But as time is passing by they are trying to increase their quality of service and attract more clients towards them. Other companies include TalentCentric, Front desk, Consumark, iNFiNiTi HR Company Limited, Pro-Staffers LLC, Ward, etc. These companies are the major competitors in the market. For their existence it is hard for the services provided by grow n excel to deteriorate (Figure 11).

Performance of the Candidates

Grow n Excel is a leading HR consultancy firm in Bangladesh and its main function is to provide the candidates and the client best recruitment service in the country. They all come here because it ensures them that they will be provided with the best suitable position or candidate, keeping in mind all the criteria that matches. This is very much helpful for the candidates as they are able to explore their inner potential and perform what they expect. This is all possible because Grow n Excel sources candidates based on their industry, function, education and experience and find the right job responsibility suitable for the candidate. For this reason, the candidate can easily perform in the work place as they are specialized for the job. It can be observed from the data people who are placed accordingly are performing higher than people who are not placed. This increases their efficiency and productivity and also the organization where they are placed also experiences the same thing. As the candidates are placed in the right place their eagerness toward the work increases a lot and for this they stay in the organization for a long period of time. The candidates who stay are provided with trainings and this increases their knowledge to a higher level. Their interest towards the work motivates the organization's management to invest more on their human resource (Figure 12).

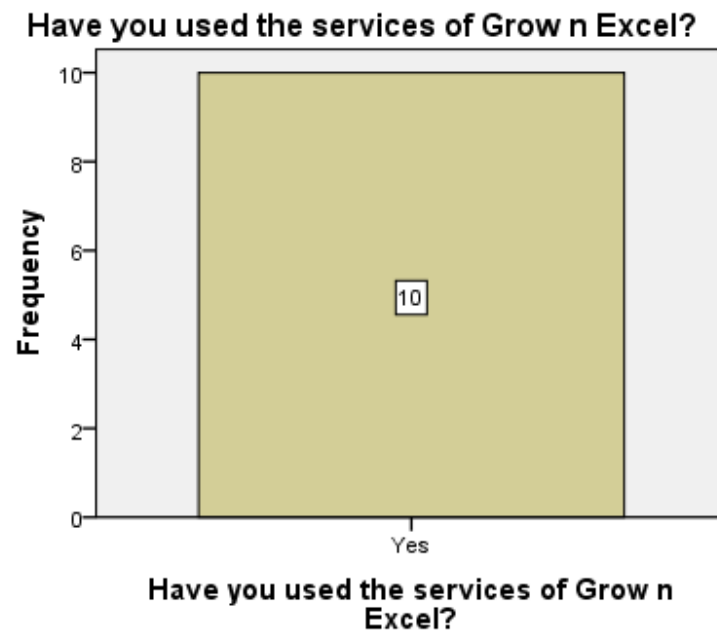
Client's Feedback

Grow n Excel has been serving its clients for a very long time. Through this it became one of the leading HR consultancy firm in the country. The clients are able to completely rely on them because of the quality of their services they provide. In this period, the competition in the market is very strong and it is very difficult to source out the right candidate for the right position. This happened because a huge amount of candidate is available in the job market but the availability of the jobs is very low. Also, it has been observed that the candidates are mostly placed in the wrong position and they are not able to perform as they are supposed to do. This occurs because the candidate's functions, industry, education or experience might not match with the job description or what the employer is expecting from the candidates. Grow n Excel provides the candidates with the opportunity to get the best suitable job matching their skills and expertise. Through this the organizations are able to achieve the desired goals and objectives, and the candidates can also increase their efficiency and productivity. A survey was done in between preparing this report and from there it can be seen that the client's feedback about the service provided by the company is satisfactory. Grow n Excel's trusted and regular clients are asked to

participate in the survey and they were asked to provide their honest opinion. A total of 10 clients are reached out for this particular purpose. The results of the survey are provided below.

1. Have you used the services of Grow n Excel?

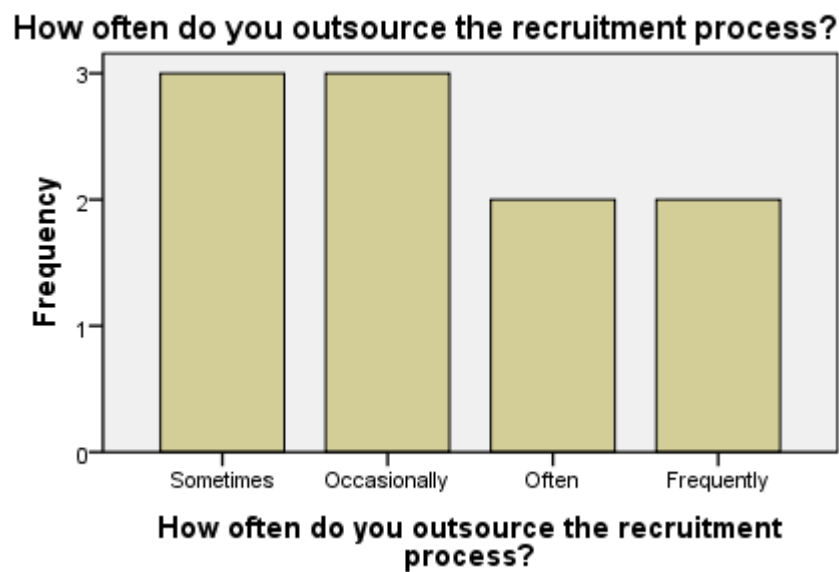
- ☐ YES
- ☐ NO



Interpretation: From this survey it can be observed that the organization took the services of the company. The survey has been done on 10 organization and it can be seen that all of them have availed the services of grow n excel.

2. How often do you outsource the recruitment process?

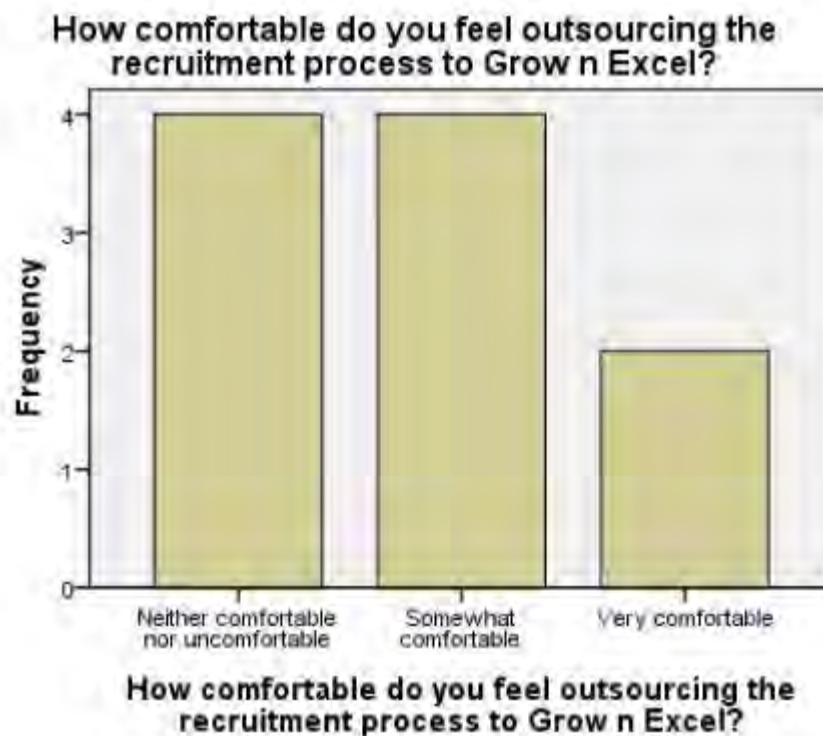
- ☐ NOT VERY OFTEN
- ☐ SOMETIMES
- ☐ OCCASIONALLY
- ☐ OFTEN
- ☐ FREQUENTLY



Interpretation: In the survey result it can be observed that a total of 10 organization participated in the survey and from there six of them outsourced their recruitment process not very often. This is because they do not need employees frequently and they always try to keep the existing people and increase their performance. Four of the organizations frequently outsource their recruitment process because they do not want to spend time on searching candidates and they believe that through this service they will get the best resumes.

3. How comfortable do you feel outsourcing the recruitment process to grow n excel?

- o VERY UNCOMFORTABLE
- o SOMEWHAT UNCOMFORTABLE
- o NEITHER COMFORTABLE NOR UNCOMFORTABLE
- o SOMEWHAT COMFORTABLE
- o VERY COMFORTABLE

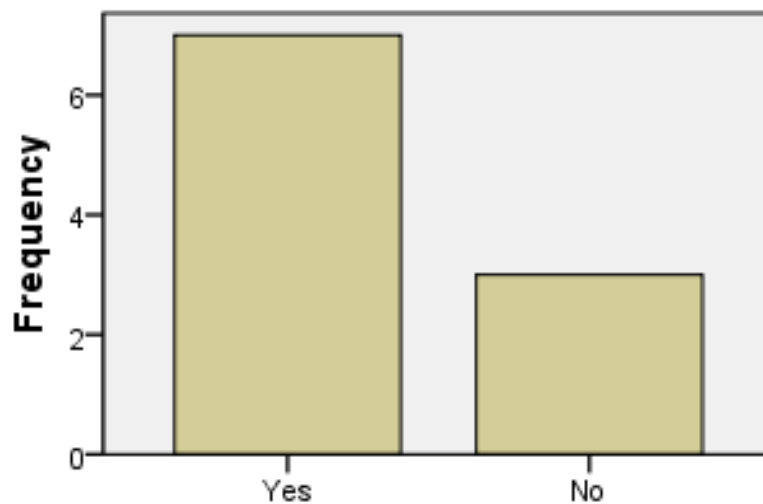


Interpretation: From the survey it was observed that four organizations was in a neutral level outsourcing the recruitment process to grow n excel. On the other hand four of them are comfortable but not at the level they are completely satisfied because they are mostly interested to protect their organization's information. Two companies are totally comfortable in outsourcing their recruitment process to grow n excel because they are completely satisfies with the services.

4. Does Grow n Excel deliver the services in due time?

- o YES
- o NO

Does Grow n Excel deliver the services in due time?

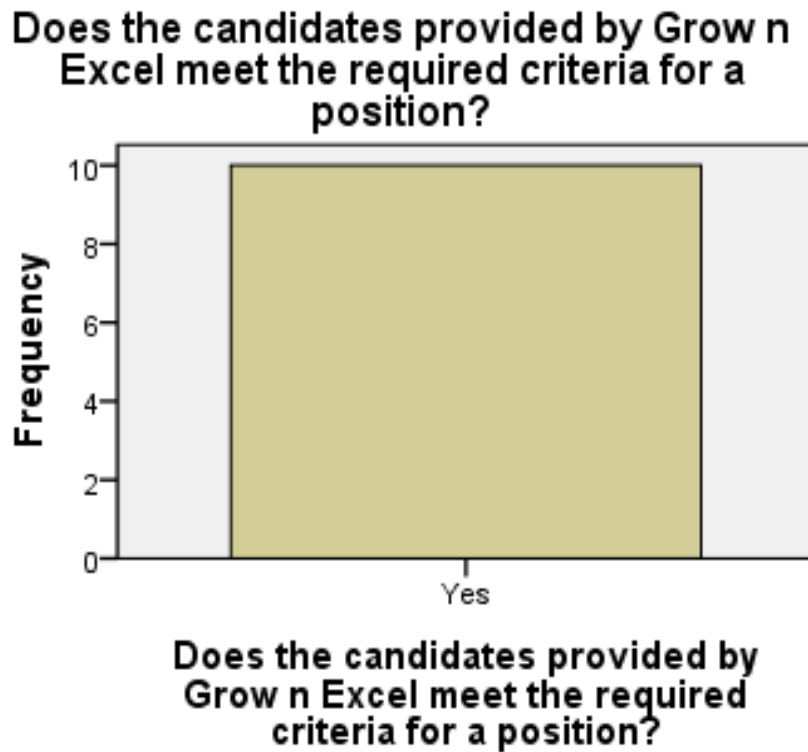


Does Grow n Excel deliver the services in due time?

Interpretation: From the survey it can be seen that grow n excel was able to provide the service before the deadline. Seven organizations were satisfied with the delivery system and their efficiency increased to a higher level. On the other hand providing services to three organizations took a bit of time because their given positions were difficult to find and the availability of candidates were not up to the mark.

5. Does the candidates provided by Grow n Excel meet the required criteria for a position?

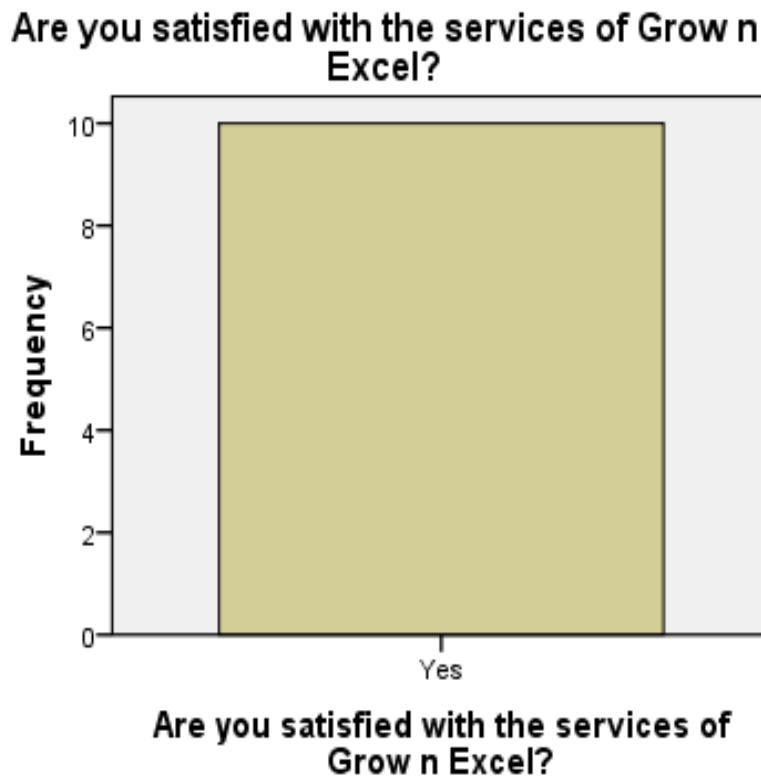
- ☐ YES
- ☐ NO



Interpretation: Grow n Excel provides the organizations with candidates who match the required criteria for the position. From the survey it can be seen that ten of ten organizations are satisfied with the quality of the candidates, the company source for them.

6. Are you satisfied with the services of Grow n Excel?

- ☐ YES
- ☐ NO



Interpretation: From the survey it can be observed that all the clients of the company are satisfied with the services provided by grow n excel. This is because the company can provide the best candidate suitable for the position which eventually increases the efficiency and productivity of the organizations.

FINDINGS

Grow n Excel is a small HR consultancy firm with not more than 35-40 employees and it is performing its level best in the market to be one of the leading firm un the country. During my 12 weeks of internship in the company I managed to come across various things which should be discussed in this part.

- **Execution:** as there is less number of employees in the company, it takes a bit of time to execute something. For example, if the CEO wants to perform a task in different way, like calling the candidates, it takes time for the employees to cope up with the change and perform the action. This is not a huge problem but as competition in the market is increasing day by day, time consumed in this kind of implementation can prove costly in the future.
- **Resources:** The physical resources in the organization is outdated and sometimes it is really difficult to keep up with the time. For example, the computers used in the office is old and the software installed in them are not updated. It is really necessary to use updated software and computers in the workplace to reduce the amount of time consumed and be competitive in the market.
- **Database Management:** The database in the organization should be managed properly and need to be supervised regularly. The number of candidates in the market are increasing drastically and they are unable to provide their resumes in the correct place. Grow n Excel should manage their database in such a way so that the candidates can submit their updated resumes online without any hassle. This will ensure that the company can provide the best quality candidate to the employer.
- **Office Outlook:** The office premise of grow n excel is not that much trendsetting but it does the work. There are enough places for the guest to sit when they come to the office. There is individual sitting arrangement for every employee, through which each and every one is able to perform their work comfortably. Board rooms are available for meeting purposes and it is very important as many interviews of organizations are scheduled to happen in these places.
- **Superior Support:** The support from superior in grow n excel is beyond imaginary. They help the juniors to learn new things and apply them in the corporate world. They help them learn techniques of LinkedIn and BDjobs.com and how to use them to search

different profiles. Many people are not familiar with these social sites and here they get the opportunity to learn these things. Also, the superiors do not put pressure of work to the juniors as they believe that it might hamper the quality of work and the output might not be satisfactory.

LIMITATIONS

It was not very easy to complete this report as there were many barriers to overcome. The information was not easily available because it was confidential matter. However, getting information became much easier in the end, when the organization came to know about the main theme of the report. The employees were always busy and unable to cooperate before, but then later on they were able to provide all kinds of information necessary. Moreover, information was really hard to find because it was difficult to understand who to ask for particular information. Also, working on the report was quite difficult during office time and the people encouraged us to do this before and after the office time. The management of grow n excel always wants its interns to come to the office before 10 am and leave after 7 pm though the office time was 10 am to 6 pm. More or less this was all the limitation faced while completing this report.

RECOMMENDATION

After working in grow n excel for 3 months, I found some gaps which need to be filled up as quickly as possible to make the business process more effective and efficient. Below, I have some recommendations which I think are completely from my point of view to the headhunting department.

1. The headhunting process of the company are kind of old and traditional and they must upgrade to something new to be more efficient and effective.
2. There are fewer amounts of technical resources available which creates a pressure in the workplace. Time to deliver the service to the clients gets hampered in the process. The company should invest more on technical resources.

3. It becomes difficult sometimes to source resumes according to the requirements and also there are outdated resumes available in Bdjobs.com. If the company makes an agreement with Bdjobs.com about supplying them with the updated resumes, it would make the work of the headhunting team more easy and productive.
4. The telephones in the desks and the other communication channels are poor performers and this creates stress and hassle in the working hour. Each employee is given a personal phone from the office but it should be ensured that the phone cards are always available for use.
5. The employees are not motivated to work harder and deliver their best to the clients. They should always be motivated by the top management and allow them to open up to new ideas of delivering their best.
6. It is observed that there is a communication gap between the upper management and the bottom level employees. This creates problem for the advancement of the company and the top management should have a look into this matter as early as possible.

CONCLUSION

Grow n Excel is one of the leading HR consultancy firm in Bangladesh among many others. The company has successfully completed 9.5 years in the Bangladeshi market and it has a goal to reach beyond the border. Through its journey it was able to place top class candidates from different background to various national and multinational organization. It has the experience to work with various commercial entities such as FMCG, telecommunication, RMG, IT, etc. They are allowing the talents of our country to express their inner potential in the multinational and local companies. There are many HR consultancy firm in the country but grow n excel is considered one of the best in the business due to its performance in the previous years. Though the company is now pursuing its business in the national market it has a plan to expand its wings overseas and compete internationally.

REFERENCES

Bibliography

- Ackles, J., & Padelecki, J. (2009, May 05). *5 Reasons to Consider HR Outsourcing*. Retrieved from www.comparebusinessproducts.com:
<https://www.comparebusinessproducts.com/briefs/top-5-reasons-consider-hr-outsourcing>
- Becker, B., & Gerhart, B. (1996). The Impact of Human Resource Management on Organizational Performance: Progress and Prospects. *The Academy of Management Journal* Vol. 39, No. 4, 779-801.
- Hussain, M. Z. (2009, June 1). *Grow n Excel*. Retrieved from Grow n Excel, Human Resource & Management Consultants: <http://www.grownexcel.com>
- Moore, S. B., & Manring, S. L. (January 2009). Strategy development in small and medium sized enterprises for sustainability and increased value creation. *Journal of Cleaner Production*, Volume 17, Issue 2, 276-282.
- Thao, L. T., & Hwang, C.-s. J. (2006, January 26). FACTORS AFFECTING EMPLOYEE PERFORMANCE. *Evidence from Petrovietnam Engineering Consultancy J.S.C*, pp. 267-280.
- Ulrich, D., & Brockbank, W. (2007, December 13). *HR Value Proposition*. Retrieved from www.citehr.com: <https://www.citehr.com/69355-hr-value-proposition.html>

APPENDIX

Survey Questions

NAME: TANZIM BIN MOIN

ID: 13204069

INSTITUTION: BRAC UNIVERSITY

PURPOSE OF SURVEY: INTERNSHIP PROJECT

**EFFICIENCY & EFFECTIVENESS OF THE SERVICES PROVIDED BY
GROW N EXCEL.**

✓ PUT A TICK MARK IN THE CIRCLES BELOW.

1. Have you used the services of Grow n Excel?

- ☐ YES**
- ☐ NO**

2. How often do you outsource the recruitment process?

- ☐ NOT VERY OFTEN**
- ☐ SOMETIMES**
- ☐ OCCASIONALLY**
- ☐ OFTEN**
- ☐ FREQUENTLY**

3. How comfortable do you feel outsourcing the recruitment process to grow n excel?

- ☐ **VERY UNCOMFORTABLE**
- ☐ **SOMEWHAT UNCOMFORTABLE**
- ☐ **NEITHER COMFORTABLE NOR UNCOMFORTABLE**
- ☐ **SOMEWHAT COMFORTABLE**
- ☐ **VERY COMFORTABLE**

4. Does Grow n Excel deliver the services in due time?

- ☐ **YES**
- ☐ **NO**

5. Does the candidates provided by Grow n Excel meet the required criteria for a position?

- ☐ **YES**
- ☐ **NO**

6. Are you satisfied with the services of Grow n Excel?

- ☐ **YES**
- ☐ **NO**

THANK YOU.

FIGURES

From: Rubina Khan [mailto:rubina@bexpetro.com]

Sent: Monday, November 06, 2017 7:50 PM

To: rezaur@grownexcel.com

Cc: Abdullah Al Faisal

Subject: Manpower requirement-Urgent

Importance: High

Dear Mr. Rahman:

We require following cvs urgently:

1. **Assistant Manager**, Supply Chain Management, 4-5 years related experienced
2. **Executive/Senior Executive**, Supply Chain Management, 2-3 years related experienced
3. **Assistant Manager**, Commercial, 4-5 years related experienced (BBA with Finance/Accounting is preferable)

Education: minimum Graduate from any discipline for all positions

Job Nature: Full Time

Thanks in advance for your quick support.

Regards,
Rubina Khan
Manager, Human Resource Management



BEXIMCO PETROLEUM
Beximco Petroleum Limited
SAM Tower, Level: 11
Plot: 4, Road: 22, Gulshan 1

Figure 4: Email from the Client about the Positions (Source: Grow n Excel Office)

BEXIMCO PETROLEUM	
JD Supply Chain	
Role:	Supply Chain Planning
Position:	Executive/Sr. Executive
Key Responsibility:	
Distribution Planning	- Daily internal/External Distribution Plan - Plant to Satellite/Customer, Satellite to Customer - Empty cylinder, Filled Cylinder, Bulk LPG, Semi-bulk LPG
Production Planning	- Stock availability plan across locations in line with input availability & Production Plan
Imports Planning (Material Resource Planning)	- Prepare short term & long term production plan & translate the production plan into material plans for import (Cylinders, Valves, Gas, Oils etc.)
Customer Service Management	- Customer Service KPI management (PDP, Case-fill etc.) - Customer stock availability & secondary sales tracking.
Sales & Operations meeting management:	-Conduct bi-weekly S&OP meeting with the sales organization to lock short term, midterm & long term forecasts. -Measure the forecast error & bias & highlight persistent error/bias to address the forecast
Job Nature	
Full-time	
Job Location	
Dhaka	

Figure 5: Job Description from the Client about the Position (Source: Grow n Excel Office)



Figure 6: Sending the Resumes to the Client for Review (Source Grow n Excel Office)

CEO_mapping - Excel

File Home Insert Page Layout Formulas Data Review View Tell me what you want to do...

Cut Copy Paste Format Painter Clipboard Font Alignment Number Styles

A1 Rancon Motorbikes Ltd._Mapping_CEO

Rancon Motorbikes Ltd._Mapping_CEO									
S L	Name	Current Company	Designation and current duration	Education	Total Year of Job Experience	Job Experience 1 Details (Name of company, Last Designation, Duration)	Job Experience 2 Details (Name of company, Last Designation, Duration)	Job Experience 3 Details (Name of company, Last Designation, Duration)	Remarks
1	A.K.M. Tareq	Linde Bangladesh Limited	Head of Sales & Marketing (2014 - Present)		24+	Linde Bangladesh Limited, National Sales Manager-Welding, (2006 to 2014)	BDC Bangladesh Limited, National Sales Manager-Welding, (Oct 1992 - 2006)		
2	Hasib Ron	Holcim Cement Bangladesh Limited	Head of Sales (March 2016 - Present)	BBA-NSU, MBA-NSU	12+	Philip Morris International, Field Marketing Manager, (February 2014 - March 2016)	Holcim Cement Bangladesh Limited, Senior Sales Manager, (December 2010 - January 2014)	New Zealand Dairy Products (BD) Ltd., Regional Sales Manager, (January 2009 - November 2010)	
3	Masud Parvez	MJL BANGLADESH LIMITED	Head of Sales, (October 2016 - Present)	BBA- (Foreign Institute), MBA- AIUB	9+	Navana petroleum limited, National Sales Manager, (May 2013 - September 2016)	EML- Exclusive Distributor of Valvoline in Bangladesh, General Manager, (January 2011 - May 2013)	Navana petroleum limited, Assistant Manager, (October 2007 - December 2010)	
4	Sanjib Saha	LafargeHolcim Bangladesh Limited	Head of Corporate Sales, (June 2006 - Present)	B.Sc- BUET	15+	MIR CEMENT LTD., Corporate Sales Manager, (January 2003 - June 2006)	Shah Cement ind. Ltd, Project Engineer, (June 2002 - December 2002)		
5	Shahriar Hossain	L'Oréal BANGLADESH	Sales Head, (June 2016 - Present)	BBA- JU, EMBA- IUB	12+	Arta Foods, Trade Marketing & Key Accounts Manager, (October 2014 - June 2016)	Samsung Electronics, Manager (Retail Management), (December 2012 - October 2014)	Nestlé Bangladesh Limited, Channel & Category Sales Development Manager, (May 2011 - December 2012)	

Rancon CV Mapping sheet5

Figure 7: CV Mapping (Source: Grow n Excel Office)

From: M.Rezaur Rahman Razon [mailto:rezaur@grownexcel.com]

Sent: Tuesday, October 31, 2017 11:58 AM

To: 'Daniel Seidl'

Subject: RE: FTA_interview schedule

Dear Daniel,

Attached herewith interview schedule & resumes as per directions.

FTA_Country Representative Interview Schedule				
SL No	Name	Date	Time	Remarks
1	Mamunur Rashid	4th November 2017	9:30 AM	Confirmed
2	Md. Rajib Ul Haque		10:30 AM	
3	Sanjida Akter		11:30 AM	
4	Md. Nayeem Hossain		12:30 PM	
5	Wadud Ahmed Chowdhury		2:30 PM	
6	Md. Jahidul Kabir		4:30 PM	
7	Dewan Mohammad Nurul Islam		5:30 PM	
8	Md. Arif Hossain		6:30 PM	yet to confirm

Please let me know for any query!

Thanks & Regards,

M. Rezaur Rahman

Sr. HR Associate - Talent Acquisition

[grownexcel.com](http://www.grownexcel.com)

Human Resources & Management Consultants

House # CWS (B) – 6, Road # 33

Gulshan -1, Dhaka – 1212

Mobile: +880 1799 38 75 73

Figure 8: Interview Schedule Sent to the Client (Source: Grow n Excel Office)

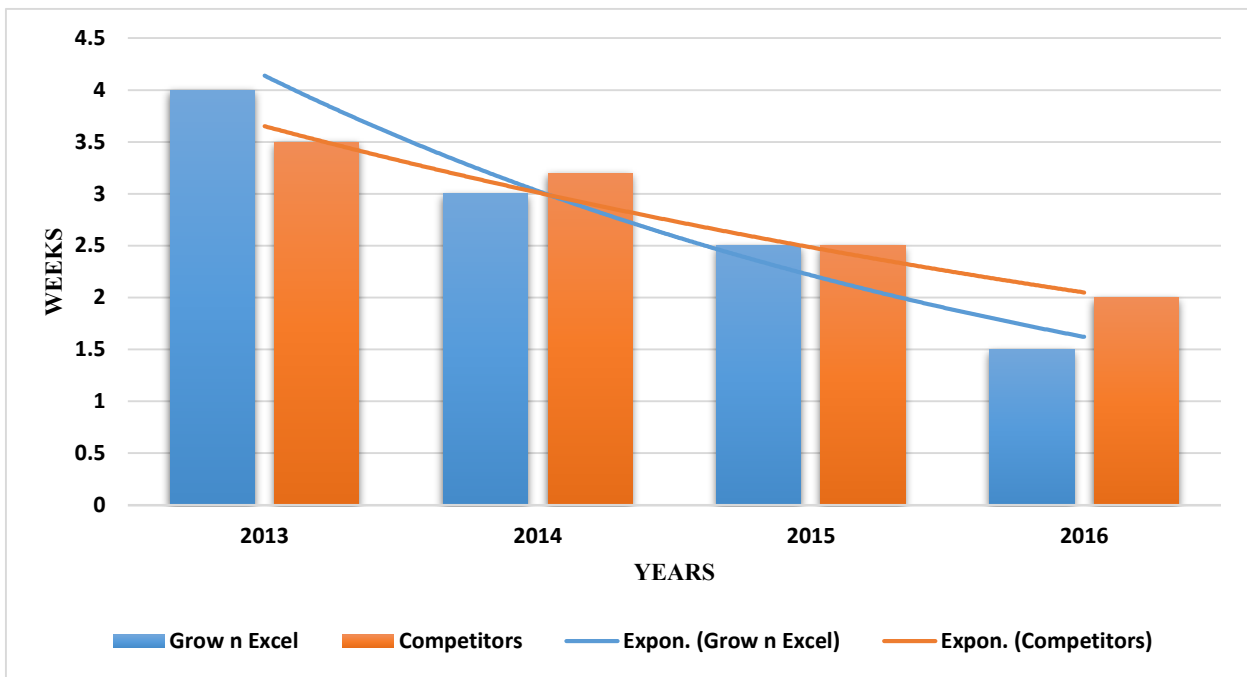


Figure 9: Graphical Representation of Time Taken for Each Step in the Last Four Years

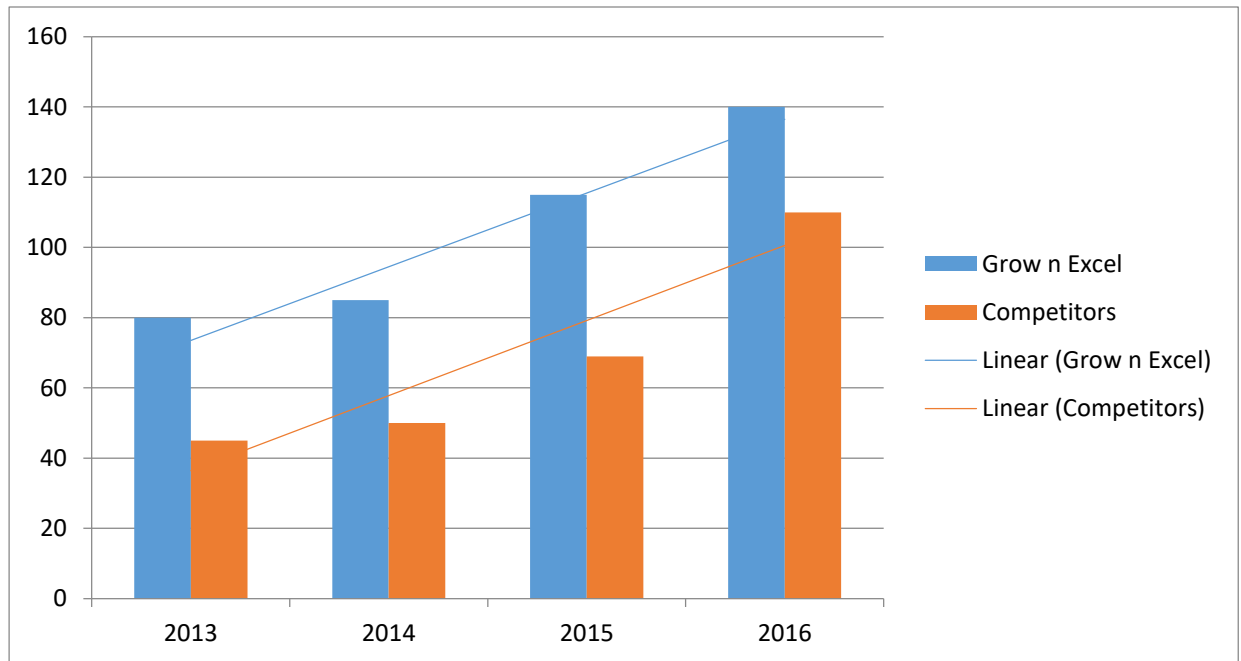


Figure 10: Number of Jobs Filled in the Last Four Years (Source: Grow n Excel office)

COMPETITOR'S MARKET SHARE

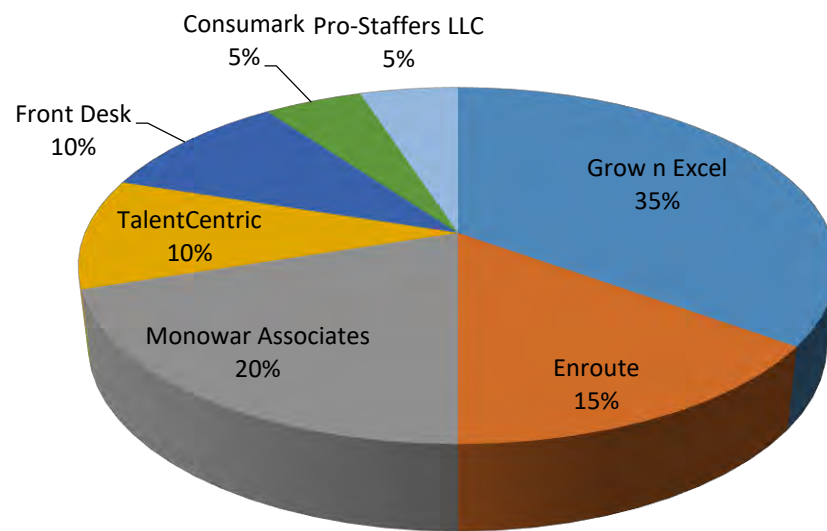


Figure 11: Competitor's Market Share (Source: Grow n Excel office)

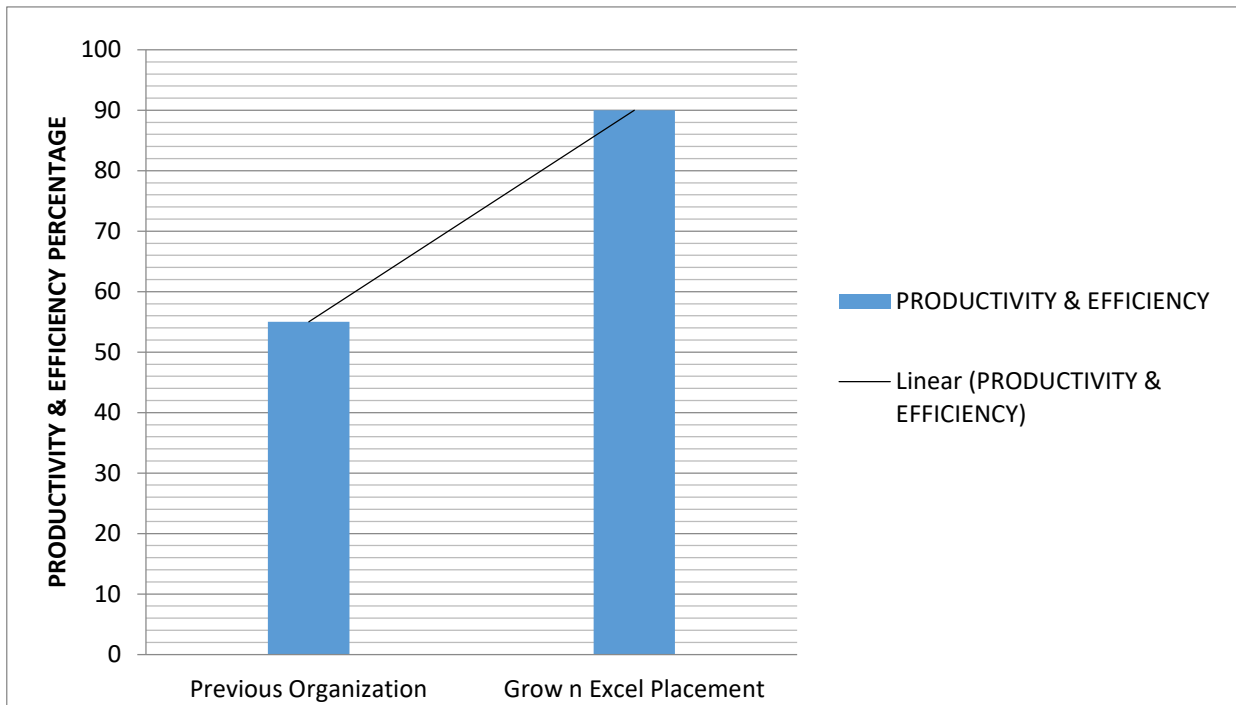


Figure 12: Productivity & Efficiency of Candidates in % (Source: Grow n Excel office)