

Internship Report on
“Recruitment and Selection Process
of
Asiatic Mindshare LTD.”

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A Study on Recruitment and Selection Process of Asiatic Mindshare LTD.



Letter of Transmittal

Reem Quashem

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Dear Miss,

With due respect and great pleasure I submit my internship report on Asiatic Mindshare Ltd. The twelve-week internship program was a great experience to me as it provided me with wide exposure to the professional environment. The topic of my report is “Recruitment and Selection process”. My main focus of the study is to understand the procedure of Recruitment and Selection process of Asiatic Mindshare Ltd.

I have tried my level best to follow the guidelines that you have provided. The whole experience of this Internship Program enabled me to get an insight into the real corporate activities.

I hope you will consider the mistakes that may take place in the report in the spite of my best effort.

Sincerely,

Sabiha Hossain

Date

Acknowledgement

The successful accomplishment of this project work is the outcome of the contribution of number of people, especially those who have given the time and effort to share their thoughts and suggestions to improve the report. At the very beginning I would express my deepest gratitude to Almighty Allah for giving me the strength and the composure to finish the task within the scheduled time.

I would like to express my appreciation to my academic supervisor, Reem Quashem, lecturer, BRAC Business School for providing me all the guidance and support that I needed mostly.

This was really a good way of learning and I really appreciate her efforts towards giving me proper directions.

I would like to thank my supervisor on the field Shamima Akter, Asst. Manager of HR department for teaching me and guiding me through every step.

Finally, my sincere gratitude goes to all of the current employees of Mindshare for sharing thoughts and information with me which helped me completing the report.

Table of Contents

Executive

Summary.....Error!

Bookmark not defined.

Introduction.....2

Organizational History3

Services Offered by the Company3

Organizational Structure4

Company Vision and Goal5

My Job and Specific Responsibilities6

Other Aspects of the Job7

Observation.....8

Learnings from the Job8

Summery and Description of the Project9

The Project.....11

Recommendation.....20

Conclusion.....21

Executive summary:

I have prepared this internship report by studying on the recruitment and selection process Asiatic Mindshare LTD.” In order to complete the BBA program at BRAC University we have to prepare a report on our 3 months long internship experience and learning. In this report I discussed the recruitment and selection process of Asiatic Mindshare ltd. At first, I discussed briefly about the organization, its’ services and vision. Then I moved on to discuss the job prospect itself where I discussed job description, my responsibilities, my observations and some recommendations for the organization. Later on, I discussed the objective of the report as well as methodology I used to create the report. Finally, I analyzed the whole recruitment process and its’ outcomes.

Introduction

In Bangladesh, the media scenario has changed vastly starting from the mid-80s. Before, it was only print media that was counted as a primary source for placing advertisement regularly. Today television and internet has taken over as the main media sources. However, the successful campaign of companies and their products do not only depend on the mass media. It also depends on how efficiently the promotion is being placed. Therefore the need for powerful media management agencies came in. A media management agency handles every aspect of communication starting from researching the mass media of a country, planning media placements and buying media spots on behalf of their clients. From outside it is hard to identify how much time and research is spent for a successful campaign now these days. On TV, newspaper, billboards and radios potential customers are exposed to hundreds of advertisements. All these advertisements are fully planned, organized by such media agencies.

Media Agencies in Bangladesh

TBWA\Benchmark: A leading creative services agency in Bangladesh. They have partnerships with global and local clients such as Standard Chartered, Apollo Hospitals, Grameen Danone, Pizza Hut, KFC, HP and SMC. They provide innovative perspectives on brand storytelling and engagement using their global strategic planning tools (Top 21 list of Advertising Agencies in Bangladesh, 2015).

Ogilvy Noor: world's first bespoke Islamic Branding practice which offers expert practical advice on how to build brands that appeal to Muslim consumers, globally. Ogilvy Noor is led by a team of experts based in key Muslim markets in Asia (Dhaka, Bangladesh), the Middle East, Europe, and North America (Top 21 list of Advertising Agencies in Bangladesh, 2015).

GREY Advertising Bangladesh: Grey Group is one of the largest global advertising and marketing agency network. In Bangladesh GREY Advertising was the first true advertising agency (Top 21 list of Advertising Agencies in Bangladesh, 2015).

Organization History

Mindshare is part of Group M, which oversees the media investment management sector for WPP, the world's one of the leading communication services groups. Group M is the leading global media investment management operation company. This company serves as the parent company to WPP media agencies including Mindshare, MEC, Media Com, and Maxus. Each of them has global operations of their own with leading market positions. Asiatic Mindshare started its journey in Bangladesh in June 2001. Its operation started as a joint initiative of Mindshare World and Asiatic MCL. Since then it has been making noteworthy changes in local media scenario as well as its client's media investment. It is a complete media solution containing media planning, buying and research activities (asiatic360.net/mindshare, N.D.). As a global company Mindshare has a network consists of more than 7,000 employees, in 116 offices across 86 countries spread throughout North America, Latin America, Europe, Middle East, Africa and Asia Pacific.

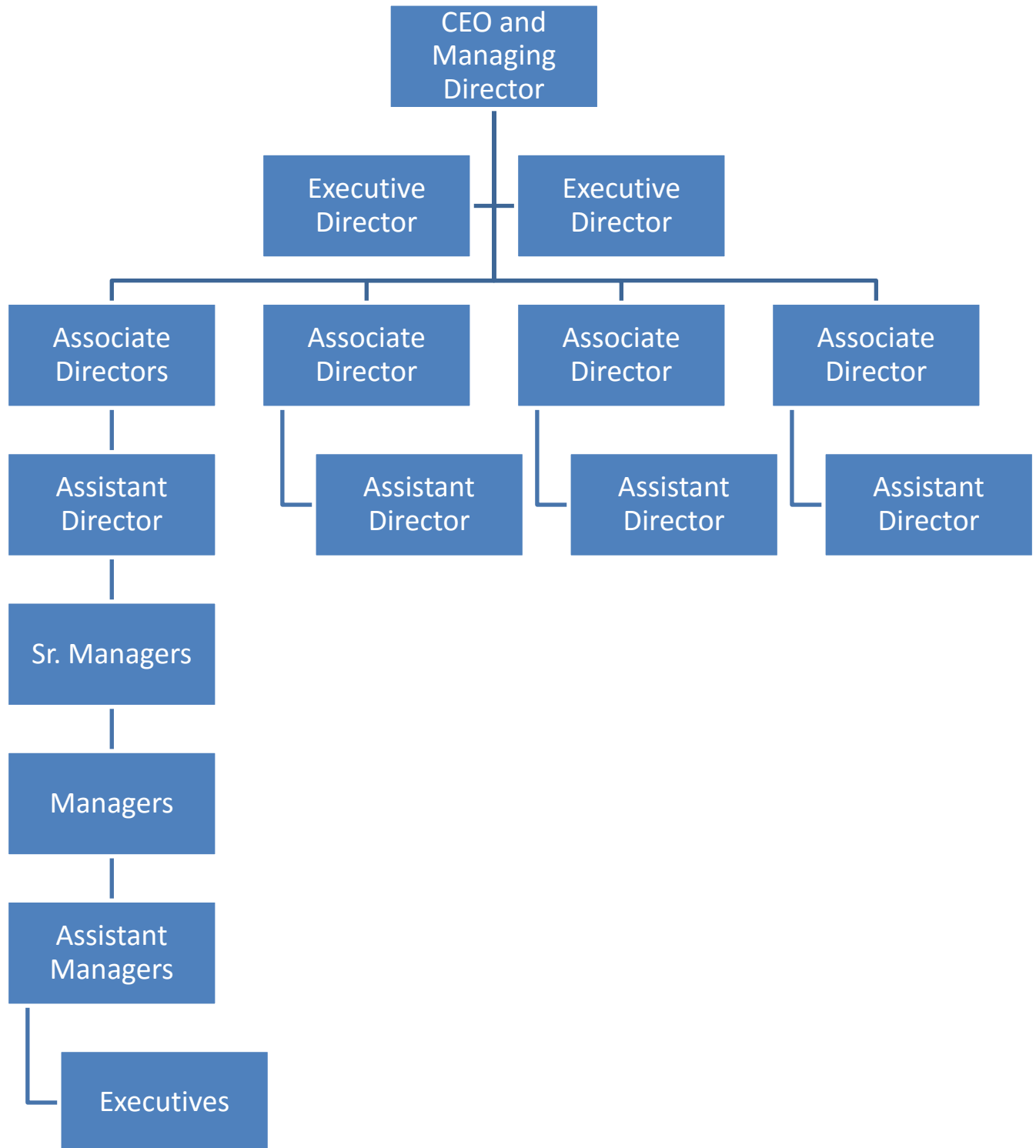
Services offered by Mindshare:

Media Buying: The organization negotiates and purchases time and spot in mass media to grab the targeted group of customers for conveying a message. They provide their clients with the most effective time slot and time duration in a media channel to promote products and reach prospective customers.

Media Planning: The organization plans and organizes the best media platform, best time, and best opportunity to reach the targeted customers as cost effectively as possible.

Research: Analyzing data related to media buying and planning is one of the important tasks. Based on the results of the analysis and trends, the organization plans future steps and tasks.

Organizational Structure:



Vision and Company's goal

Mindshare's vision is to provide "One stop media solution." Its aim is to secure competitive advantage for clients in a media world which is changing beyond recognition. (asiatic360.net/mindshare, N.D.)

Division/Units of Mindshare:

- HR: Handles compensation, recruitment and selection, training and development, job evaluation, performance appraisal, company policies and other human resource related issues.
- Digital Media: Handles the promotional activities on social media for clients
- Media buying: Negotiates and buys spots and time from mass media
- Media Planning: Plans for effective media channels, cost, schedule etc.
- Accounts: Maintains all payments payable to vendors and receivable from clients
- Admin: Oversees all office and administrative issues
- IT: Maintains hardware and software of the office
- Support Stuff

My Internship at Asiatic Mindshare

I was given the opportunity to work at Asiatic Mindshare for three months starting from 22nd September to 22nd December. It was part of my BBA program. As my major is Human Resource Management, I worked in Human Resource department as an intern where I learnt several practices of human resource. Even though I had never worked anywhere before the amazing environment of the workplace made it easier for me to get adjust quickly.

Description of the Job:

I had opportunity to work for three months at Mindshare and I have performed different tasks that are conduct by Human resource division. On day of my joining, my supervisor introduced herself and pointed out that she would be my mentor there. Then she introduced me with all the different departments and the employees of Mindshare. After that she gave me a briefing about the functions of HR department and explained my responsibilities. I was assigned to the following jobs frequently:

- ✓ **Collection of resumes:** There are two ways candidates can follow to submit their resumes to the office. One of them includes submitting the resumes directly at the office with reference of the job advisement and the other one is online submission on company website or on BDjobs.com. I used to collect the resumes and maintain them.
- ✓ **Screening of resumes:** I did the initial screening after collecting the resumes. The company receives a large number of applicants and so they had specific criteria for screening. For example, if the position offered is for media executive, we would look for candidates having marketing background, good cgpa from a reputed university etc. After the initial screening my supervisor would do the final screening and select candidates for interview.
- ✓ **Preparation of call list for interview:** Once the initial screening is done and my supervisor has reviewed the resumes, I was responsible for making a list of selected candidates for 1st interview.

- ✓ **Calling candidates for interview:** I had to call the selected candidates for interview. I had to mention my company name, the position that we were interviewing for, time and date of the interview, address of the office and necessary documents to bring if necessary.
- ✓ **Assisting in Interview:** I prepared the interview board room with necessary stationary, laptop etc. Sometimes I even sat with the interviewers and observed the interview session.
- ✓ **Assisting in new employee joining formalities:** I performed tasks formalities regarding new employee joining such as checking all the required documents, providing joining form, introducing them to the office, informing Head office about the joining etc.
- ✓ **Attending weekly HR meeting:** There is a weekly meeting with the head office HR division which we had to attend to discuss all HR issues.
- ✓ **Updating employee database**
- ✓ **Updating data of job evaluation in excel sheet**
- ✓ **Updating compensation related data in excel sheet as well as in database**

Other Aspects of My Job

Besides working for the recruitment department, I also had to perform other HR related duties often. Those duties involve:

- Helping with the activities of annual tour arrangement.
- Updating employee information in the excel file before entering them into database
- Attending weekly HR meeting.
- Helping with the arrangement of birthday celebration of our bosses.

Observation:

During my internship period I have observed some issues which are:

Limited workforce: Recruitment and selection of HR division performs their responsibilities with limited workforce. Sometimes, it is stressful for employees to work with such limitation of labor for this particular task.

Recruitment and selection process: At Mindshare recruitment and selection is a frequent task. Almost every the month HR division has to go through the process of recruitment and selection. Therefore it is always known who will be in the interview board, how much time to allocate per interview and how many candidates to call per session etc.

Use HRIS and internal server: There are internal server and HRIS in Mindshare. However, that software is not used to the most. It is not updated often and very less frequently maintained. They should maintain an updated database which will help them tracking all information of human resources of the organization.

Lesson learned from internship program:

- **Time management:** Managing time has been a very big learning for me. During my internship there, I had to be present at office on time, maintain interview schedule, and complete my task within a given time. All of this has enriched my ability to manage my time.
- **Communication:** working as an intern at Mindshare has also improved my communication skills. I regularly had to communicate with employees, support stuffs, new joiners, and guests/clients coming in the office for meeting etc.
- **Teamwork:** I worked with a helpful team of Mindshare. I always knew that teamwork is an essential part for completing any task. Now that I have practically worked with a professional team, I know how efficiently a task can be done by working in a team.

Summary of the project:

In this section I explained the objective of my project. I also mentioned what methodology I used for obtaining information and limitations that I faced during the preparation of the report. Moreover, I explained the whole recruitment process of Asiatic Mindshare Ltd. Finally I discussed some major findings that I noticed during my internship there and recommendations that I thought was appropriate.

Aim and objective of the report:

The key objective of preparing this report is to discover how and to what extend the recruitment and selection process of a real organization in Bangladesh can be related to those theories and topics that we have covered in our BBA program. The whole purpose was to build an understanding about how organizations actually work in real world.

The objectives of the report are to-

1. Discuss the scope of recruitment and selection process at a real organization
2. Get a real life experience of working in an office.
3. Distinguish and point how topics and theories covered in our studies are being applied or what policies are not being applied in the recruitment process.

Methodology

The entire report is primed by using primary and secondary data. The source of primary data was the information I gathered by observing the organization's recruitment and selection process, interviewing of current employees and witnessing the actual interviews.

All the secondary data was collected from websites that I have provided as references at the end of the report.

Limitation:

While preparing the report I did face some limitations. Some of them are-

1. Being in a very competitive industry, the employees are not authorized to give away in depth information which had made my work a bit difficult to prepare this report.
2. A major restriction of the study was to hold an employee long enough for a full interview. The employees were busy most of the time with their own duties and responsibilities.
4. Time restriction can be seen as another constraint of study. Only three months is somehow inadequate time to gather all the information about HR division. Because HR activities are mostly continuous process and planned throughout the year. Most activities take more than just three months to be planned and implemented.

The Project: Recruitment and Selection Process

Asiatic Mindshare Ltd believes that success of their organization depends highly on the combined effort of the whole workforce. Human resource division Mindshare has comprehensive policy and procedure that practices best approaches with legal and ethical consideration as much as possible. The most important function of human resource division is to point out potential employees who will serve the companies vision.

The policies and procedures of assessment system, evaluation process, reward system and long term benefits/incentives for employees are provided by both Asiatic360 and Groupm. They maintain a standard for hiring employees which is set by the requirement of the company.

The human resource division is a central reference of employee relations and policies. Each policy is a guideline to be used while recruiting and selecting employees.

HR functions:

- Recruitment and Selection Process
- Training and Development
- Compensations
- Performance Appraisal
- General and legal policies implementation
- Job Analysis

Purpose:

There is of course a specific purpose of recruitment. That is to ensure the supply of employees meet the demand for employees in the organization. Getting the right person for the right position/job is the aim of successful recruitment.

Standard procedures of recruitment and selection process:

Mindshare, just as any other organization has to follow a specific guideline for the recruitment and selection procedure. Some of the policies are set by global Head office and some of the policies are set by the regional/national head office which is Asiatic3sixty. There is a step by step procedure which has to be followed and the steps are discussed as bellow:

1. A formal requisition form has to be filled in and signed by the respective department head. The Executive director and General Manager/Managing Director will review the form.
2. The job description, person specification, offered salary etc information has to be provided in the form by the department heads.
3. then the form will come to HR department where they check if all the necessary information is given and whether the form has signature of authority/management.
4. After the inspection the HR department will start collecting resumes. As mentioned earlier, they will check CV banks, online job portals, employee referrals to collect the best suitable resumes.
5. The next job is sorting out the resumes by given criteria's from respective department heads. For example: educational qualification, work experience etc.
6. After the sorting and short listing the HR department is to call those candidates for 1st interview or written test or presentation.
7. All the tests or interviews are conducted on a given date that is usually fixed by the respective department head or the persons who will sit on the interview board and HR department.
8. An evaluation form is given to each interviewer. The factors to consider while evaluating are already written in the form. An HR representative has to be present during any interview session as per the company policy.
9. One the interviews are done, a final candidate is selected based on his obtained score in the interview. The HR department will call the selected candidate and deliver the good news of him being selected.

10. There are personal information form and joining forms prepared by HR department that has to be filled in by the candidate.

11. After that the appointment letter prepared by HR department will be handed over to the new employee.

12. The next step is to get the appointment letter received and signed by the employee. HR department will keep a copy of the letter while giving the original one to the employee.

13. It is a very important step to verify the reference, authentication of the certificates and other relevant papers. If everything is to the point, all the papers are kept in an employee file.

14. As per HR policy the employee will be on probation period for 6 months. An evaluation is done after 6 months of employment and if the employee does well in the evaluation he will be given permanent job offer. If not then the probation period is extended for another 3 months. However after the extended period of probation poor performance of the employee will lead to termination of the job contract.

Receiving manpower requisition form:

As mentioned earlier, an employee requisition form has to be filled in by the respective department head. Some areas of the form are-

1) Details of the position: Manager or concern person of the department will point out the details such as- the designation, department, whether it is a replacement or new position, salary range, number of employees etc.

The manager has to mention the name and resignation/transfer date of the employee in case of a replacement. However, if the vacancy is for new position, the manager 1st have to clarify why the new position has arrived.

2) Job description: the task, duties, responsibilities are mentioned in the job description.

3) Job specification: In job specification skills, knowledge, abilities (KSA) of potential candidates is mentioned clearly. Also educational qualification, experience, and age limit are mentioned in this part. If experience is not necessary, it will have to be mentioned by the manager. The Manager can add other points such as-‘must be active, creative, team player’ etc.

4) Approval: the requisition form will be signed by Department Head, Executive Director, Managing Director and lastly the HR department. Then HR division will examine it and prepare to start the recruitment process. A sample of the requisition form is provided in the next page for better understanding.

Attract applicants and collecting resumes

Attracting the right candidates can be tricky. There are two different sources of potential employees from where HR has to choose carefully.

1) Internal sources: This is less costly source of candidates. A lot of resumes can be collected from within the organization.

- **Employee referrals:** Employee referrals are great and strong source for gathering resumes. Existing employees can refer to many competent candidates and that is why Mindshare allows employee referrals as one of the main sources.
- **Transfer and promotion:** HR Division of Mindshare uses transfer and promotion to fill up immediate need of a position.

2) External sources: Asiatic Mindshare Ltd gathers a great number of applicants through external sources.

- **Newspaper advertisement:** HR department uses newspaper for job advertisement very rarely now days. Whenever they do, at first the design an advertisement and get approval from management. Then they contact the newspapers, usually the ones that have partnership with the company.

- **Online advertisement:** The HR Division has contract with bdjobs.com. The HR managers can log on to the website and post job circulation, screen and shortlist resumes. For posting job on Bdjobs.com, they have to pay a premium amount every month.
- **CV Bank:** HR Division of the company has recently started maintaining a CV bank. There are some unsolicited CVs sent randomly by job seekers. And then there are CVs consisting the ones who were selected for interview in the past but were not given an employment contract. HR personnel screen both type of CVs and chose the best ones.

Sort out applicants:

Once the HR department is done collecting resumes; it is the time to sort them. The 1st screening is done by HR division. The best resumes then are sent to the respective department for final selection. After the team leaders have chosen the resumes they sent them to HR department for interview call.

Make call list and informing candidates

Next step is the interview. A call list is made for the ease of the process. The call list includes applicants' name and mobile number. HR division contacts applicants in two ways: the first way is to call them directly and the second way is to send a text message on their mobile phone.

Preparing candidates profile summary:

This is a very useful step of the operation. Preparing a candidates' profile summary helps the interviewers to identify someone's key information at glance. The profile includes candidate's name, educational qualification, key strengths and work experiences (if there is any).

Written/Viva/Practical exam

An initial interview is common for any department of Mindshare. Later the company arranges some written exam or presentation for final selection. In written test, applicants must obtain 50 percent number. Written exam is conducted mainly for candidates applying in accounts division.

There are questions about Math, Accounting and related to the job. Candidates must answer the job-related questions. Then division heads or team leaders check the exam paper and HR department attaches them with resumes. After written exam, HR Division selects the best candidate and calls them for salary negotiation.

For other departments than accounts the 2nd test is presentation on a given topic. The evaluation is done by a panel consisting of HR personnel and division heads. The candidate is judged on the relevance of topic, presentation skills, contents of the presentation etc. During interview or presentation, interviewer asks about applicants' study, interests etc. They also want to know about responsibilities of previous job of the candidates. Sometimes, interviewers give some situation to the candidate and ask to take necessary actions just to see how the candidates respond in given situation. They also ask candidates about expected salary. Generally interviewers evaluate these areas during an interview:

- Understanding of the job
- Communication skill
- Analytical skills
- Decision making abilities
- Confidence

All interviewers will evaluate and give marks to the candidate accordingly. Whoever gets the highest mark will be offered the job generally. They also select additional two applicants just to be safe if the chosen applicant is not available. There is an evaluation form that every interviewer has to fill in. A sample of the form is provided in the next page.

Call the finally selected candidates:

After final result HR personnel calls the chosen candidate and offer him a job. They ask about the possible date of the employees' availability. They also state all the conditions and policies before handing an appointment letter.

Formalities of new joiner:

New joiner is asked to submit some important documents:

- **Updated resume:** the new employee should bring the most up to date resume.
- **Personal Information form:** A personal information form is given to the employee to fill in. All the details of the employee including address, phone number, emergency contact person, blood group etc has to be mentioned in this form. A sample of the form is duly attached in the next page.
- **Certificate and Transcript:** Original and photocopy of all certificates must be brought by the employee. The HR department will verify the original copies and match them with the photocopies. Then the photocopied papers will be kept in the employee file and the original copies will be handed back to the employee of course. .
- **Release order:** A release order is must for those who were previously employed with other organizations.
- **2 copies of passport size photograph:** New employees must bring two copies of passport sized photos. Both copies should be attested.
- **National ID card:** the new joiners also have to provide one photocopy of NID. If the employee does not have a NID he/she can also submit photocopy of passport.
- **Joining letter:** the joining letter is issued by HR department. Again, it has to be signed by the Executive Director of Mindshare and General Manager of Asiatic360.
- **Medical certificate:** A medical certificate is essential to keep in record. However it is not seen as one of the most important papers to submit initially.
- **Blood group:** New employees have to submit blood group report as well.

HR Division justification:

After submitting all the papers the HR department will justify the authenticity of those papers.

- **Educational certificate:** HR department will match and verify the educational certificates of the employee.
- **Past employer:** if the employee has a past employer, sometimes HR division calls and tries to obtain information about that employee.

After all of the verification the employee will get the joining letter from HR department if there is no problem found.

Major findings of the study:

During my internship I have observed and found different issues. These are:

- Executive Director is the sole authority to approve finally for any business or functional decision. Only after receiving approval from him HR division can start all their functions which can slow down the system if executive direction is not available at that moment.
- Asiatic Mindshare Ltd engages both department heads and HR managers in their recruitment and selection process. But it is also important to include that person who will be the supervisor of the new employee.
- For recruitment and selection, there is only 1 employee currently at Asiatic Mindshare. Only one employee is not enough to handle such frequent recruitment procedures. The need to invest more manpower in this task as it has become a very frequent job in the organization.
- Not publishing job advertisement in their own website is another issue I think they should look into. A lot of job seekers regularly visit company websites for recruitment information. Also, posting job circulations on the company website will give them more control over the advertisement
- The company always tries to maintain good working environment, health & safety procedure which is certified internationally.

Recommendation

After completing internship program, I have come up with some recommendation

- ❖ An online requisition system for manpower will be very helpful. Because employees are always busy in working and lack the time to print out a requisition form, fill it up and then submit it. Online requisition forms will help them saving time as the employees or department heads can just fill in the form and email it to the HR department.
- ❖ A proper use their internal network for recruitment advertisement is duly needed. This will allow them posting recruitment announcement on the website so that interested applicants can get information from the website correctly.
- ❖ The HR department should allocate enough space to use as CV bank both virtually and physically. This will enable them to find resumes quickly and efficiently when needed.
- ❖ There is no training for the new joiners. An introduction training program or induction for new employees will make it easier for them to adjust to this brand new work-environment.
- ❖ The recruitment and selection activities for different positions should be held on separate dates. This way it will relief extra pressure from employees and there will not be any mishap.
- ❖ The company should start training the related employees/interviewers for better interviewing skills. The etiquettes of conducting an interview are very important as the interviewers represent the company.

Conclusion:

Asiatic Mindshare ltd is the leading media agency of Bangladesh. It is a growing company with many valuable clients. Therefore they constantly need to increase their manpower. So, recruitment and selection has become one of the most important tasks of their HR division. However, no organization is perfect and Asiatic Mindshare too has some issues they need to look into in case of recruitment process. The organization does go through a decent procedure but it lacks the preciseness of step by step activities for recruitment. If the rules and regulations discussed in this report are not accurately followed by the employees every time. If the regulations are imposed strictly, their recruitment process will be even more effective in the long run. What I really liked about their recruitment process is that they are not biased towards candidates. Whether a candidate is from the same university of the interviewer or same hometown, it does not affect their judgment. Also, they always involve an HR representative in all the interviews to make sure the interview is fair and accurate. Again, being a relatively new business in Bangladesh, they have managed to gather a very talented team of employees who are continuously contributing to the organizations success. Learning recruitment process and many other HR tasks from such a successful organization is really a privilege for me. During this last 3 months I Have learned so much working with a great team. These learning and experience will always be valuable to me.

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