

Report on

**The recruitment services that “grow n excel” provides
and its importance.**

By
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ID: 17104070

An internship report submitted to the Bachelor of Business Administration in partial fulfillment of the requirements for the degree of Human Resource Management & Marketing

Bachelor of Business Administration
BRAC University
February 2022

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

_____ **Jarin Tasnim Jara** _____

Student Full Name

17104070

Supervisor's Full Name & Signature:

_____ **Jubairul Islam Shaown** _____

Supervisor Full Name

Lecturer, BBA

BRAC University

Letter of Transmittal

Jubairul Islam Shaown
Lecturer,
BBA
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on “The recruitment services that “grow n excel” provides and its importance.”

Dear Sir,

With due respect, I, Jarin Tasnim Jara (ID: 17104070), would like to inform you that it has been a pleasure to conduct this research paper titled "The recruitment services that “grow n excel” provides and its importance." under your supervision. The information and datas included in this study are primarily drawn from my experience as an intern at “grow n excel”, as well as conversations and interviews I conducted with my colleagues there.

Making this report enabled me to obtain knowledge and competence in the practical recruitment function, confront client issues, and conduct a comparison analysis of academic courses and on-the-job learning. I sincerely appreciate your direction and effort over the course of my report completion time, and it was a pleasure for me to work in accordance with your instructions. I did my best to provide the desired level of writing and am willing to make revisions if necessary.

Sincerely yours,

Jarin Tasnim Jara
17104070
BRAC Business School
BRAC University
February 14, 2022

Non-Disclosure Agreement

With reference to my offer letter dated 4th November 2021 “grow n excel” has organized an internship program for me. They took me as an intern for three (3) months which started on 7th November. The agreement between me, a student of BRAC University and “grow n excel” are given below:

NATURE OF APPOINTMENT: Contract service for 03 (three months. After this period the contract will be automatically terminated.

ALLOWANCE: You will be entitled to receive TK 7,000 (Taka seven thousand only) as internship allowance.

JOINING DATE: Your internship contract will be effective from 7 November 2021.

GENERAL UNDERTAKING: You will abide by the rules and regulations of the organization as revised from time to time by the management.

CONFIDENTIALITY OF BUSINESS INFORMATION: During the course of your Internship, it is probable that you will generate or become aware of information, which is or may be confidential. You will be under obligation to keep confidential all information incidents documents etc. concerning the affairs, plans and projects of the organization and you shall not disseminate/divulge them to any unauthorized person either directly or indirectly.

Acknowledgement

Opportunity to work as an intern with an agency like “grow n excel” has been a fantastic learning experience for me. First and foremost, I'd like to express my heartfelt gratitude to the almighty Allah for allowing me to complete my report within the time frame.

Secondly, Mr. Jubairul Islam Shaown, lecturer at BRAC Business School, who was assigned as my academic supervisor, deserves special mention. He is a really understanding supervisor, who provided me enough flexibility to finish the report. He provided me supervision with his valuable time, real encouragement, and his wise guidance in writing the report.

Thirdly, I would like to thank “grow n excel” for providing me with the incredible opportunity to do my internship there. Where I'd been learning new things since the day I started my internship. I must express my gratitude to the CEO, Mr. Zulfiker Hossain, for providing me with the opportunity to complete my internship on such a platform. My supervisor Mr. Roby Gonsalves, Associate Manager - Talent Acquisition of “grow n excel ” headhunting Team, deserves my grateful acknowledgement and admiration. He has assisted me with everything since the day I joined “grow n excel” and has treated me like a learner.

Finally, I'd like to thank all of my senior colleagues for helping me learn more about “grow n excel” every day in a unique manner and for being supportive whenever I needed their support.

Executive Summary

This research highlights the internship program experience at “grow n excel” - HR recruitment and consulting firm as a semester of BRAC University's BBA degree. The report's main goal is to provide information about the importance that “grow n excel” recruitment service provides. There is a description of my entire internship experience in the first chapter. The second chapter discusses “grow n excels” management practices, marketing practices, accounting practices, its financial performance, operation management and information system. There is also information about “grow n excels” competitive position in the HR recruitment and consulting industry.

In the third chapter, the reasons for choosing this internship report topic are given in the introduction and literature review part as a HRM and Marketing major. The objectives of the report have been mentioned to find more information about the topic and its significance. For the methodology part, the methods of collecting most of the data and information are given, here most of the data is collected from primary sources. In the finding and analysis section, the information of the headhunting and RPO service of “grow n excel” are given to explain the 1st specific objective. There is also information about the recruitment service that “grow n excel” and its sister concern provides to fulfill clients' unique needs and demands. Here is also a description of how and why “grow n excel” clients trust them and rely on them for their HR services. Then, in the other section of “finding and analysis”, the findings part is described of the observation during the three months of experience and analysis of the data/information that was collected for the recruitment service “grow n excel” provides And, based on my findings and analysis, the opinion was given on what “grow n excel” can do to improve their productivity and efficiency in the recommendation part.

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List of Acronyms

IS	Information System
HRIS	Human Resources Information System

CHAPTER 1

OVERVIEW OF INTERNSHIP

1.1 Student Information

Name : Jarin Tasnim Jara

ID : 17104070

Program : BBA

Major/Specialization: Human Resource Management and Marketing

1.2 Internship Information

1.2.1 Period: Three (3) Months, 7th November, 2021 - 7th February, 2022

Company Name: grow n excel

Department/Division: Head Hunting

Address: 1st Floor – A1, House No. CWS (B) 6, Road No. 33, Gulshan-1, Dhaka-1212.

1.2.2 Internship Company Supervisor's Information

Name: Roby Gonsalves

Position: Associate Manager - Talent Acquisition

1.2.3 Job Scope - In practice, an intern gradually works for several departments within a business to acquire new lessons, skills, and duties, as well as to gain an understanding of the professional environment. But, from day one, grow n excel assigned me to the Head Hunting department, where my primary tasks were talent acquisition and head hunting. Below I will describe my job duties, I've done in grow n excel.

Job Description/Duties/Responsibilities

Executive search/ Headhunt:

My duty is to find the best people to match the needs of our clients. And up to this point, I've worked positions ranging from sales officers to Payroll specialist to Factory Head for a variety of companies, including CBL Munchee Bangladesh, Avery Dennison, Expo Freight Bangladesh Limited, Go BD Go, ACI Formulation, BRAC, Link 3, Dekko Legacy Group, Arla Foods Bangladesh Ltd., Teach for Bangladesh and Epyllion Group. The search procedure is quite specific and consists of the following stages:

- Initially, I would have a briefing session with my supervisor Roby Gonsalves based on the job description provided by our clients. Here, the job description provided detailed information about the available position, the sort of person desired, the needed qualifications (both academic and professional), and any past company preference. We are accustomed to carefully analyzing the company's financial situation, culture, values, background, degree of skill, and hiring aim for that specific post. I had to place the most suitable CV in the least amount of time.
- Following that, we usually had a brief phone conversation with our clients. There, we informed them of our capacity to recommend resumes and our desired monetary values for completing this job. We would have started looking for resumes if they had consented.
- For CV sourcing, I first opted to use Grow n Excels' own established HRIS (Human Resource Information System), where all resumes are reserved on an industrial basis. Most of the resumes here are collected from people who are currently looking for a job or career change and they send their resumes through mail. And it's a good way to save time

while maintaining confidentiality. If it doesn't work, I'll look for alternative suppliers, like: bdjobs.com (CV Bank) OR LinkedIn to find the proper pool of candidates.

- From that, once the CV sourcing was completed, I began calling the target candidates and asking for their personal updates CV from the interesting prospects. The resumes they sent were then kept in a separate folder.
- I also had to review each cv for common errors, edit them, and brand them with a grow n excel watermark before converting the resumes to PDF format. We generated a short list of the finest candidates from among those that applied, ranked their resumes, and then sent them to our clients.

Mapping:

Here in grow n excel, mapping refers to the building of employee databases in various industries across the country. Apart from headhunting, I had to look after this from the day I joined. Sometimes this is done to grow n excel's own convenience, and other times a database is created for a client. During my tenure there, I was tasked with creating mapping for CBL Munchee Bangladesh, Avery Dennison, ACI Formulation, Teach for Bangladesh etc.

Taking and Scheduling Interviews:

In order to shortlist candidates, I had to conduct short phone interviews with each of them and then organize interviews with the clients. My role was to ensure that the interviewers and interviewees could meet at the appropriate location and time. As soon as the clients confirmed a date, the interview was scheduled. and I had to let the applicants know about the date and time. Before the interview, I had to confirm that each candidate had completed and passed an aptitude test. Before the interview, interviewees have a good understanding of the candidates. As an interviewee, the client or a representative of the client must remain present. For this I worked for CBL Munchee Bangladesh, Expo Freight Bangladesh Limited, BRAC etc.

Employer Branding: Because Grow n Excel has three sister concerns, they naturally have clients from many industries. As a result, in order to attract them, they normally create a different social media content for each sister's concerns. And creating social media content requires extra time, employee creativity, and sitting down together to specify and merge the material that suits

each concern's business objectives. As an intern, I had the opportunity to work with Tania Islam, Senior HR Associate in the consultation department, to create social media content for Apparel Talent and with my supervisor Roby Gonsalves to create social media content for grow n excel. I had to sit with them several times to gain a better knowledge about the organization's value and culture and what kind of social media content they generally post in their LinkedIn and Facebook official page. At first, I went through several websites, like: Forbes, World Economic Forum, Inc Magazine, Harvard Business Review, Fast Company, Gallup, Consultancy EU, McKinsey & Company, Entrepreneur Media, Korn ferry. From there I found Articles and Quotes about (HRM, Leadership in the workplace, Talent Acquisition, Skills in workplace etc.) After that, if it is quotes or anything to do with surveys I make ppt in MS Powerpoint or Canva and give them to Ms. Tania Islam and Mr. Roby Gonsalves to post on social media. I also made some advertisements about executive search for grow n excel. And I also had the honor to work with our CEO, Mr. Zulfiqar Hussain as my supervisor was on leave for personal issues.

Helping to recruit for grow n excel: Despite the fact that I am an intern at grow n excel, I was honored with the duty to help my supervisor for recruiting HR Trainees for grow n excel. I obtained the CVs after we posted about the job position in linkedin and most of them were from Jahangirnagar University, BRAC University, East West University, North South University. After that, I called the shortlisted candidates for the exam and was an exam invigilator. After that, I helped to check the exam script, called the applicants who passed the exam for the second stage (interview with Associate Manager and Senior HR associate) and arranged the interview. Next, I collected their ppt. Video presentation that they have been assigned to do for their final stage (interview with CEO).

1.3 Internship Outcomes

In our BBA program courses, we typically just learn the theory side of human resources management, such as the origins of various theories, their categories, needs analysis, and where to apply them. However, internships primarily provide us with the opportunity to apply our academic understanding in a practical environment, indicating our abilities and knowledge.

1.3.1 My contribution to the company: When someone gets a job from the CVs we put out, we consider it a success at grow n excel. I was able to provide employees to grow n excel's different client base, during my internship. They are as follows:

- I was able to provide 15 sales officers CVs to CBL munchees Bangladesh, from whom 8 of them got hired successfully in the month of November.
- Provided CVs of Payroll specialist position to Avery Dennison in November.
- Successfully provided CVs of sales specialist positions to Expo freight limited Bangladesh, from those resumes, they have hired two sales specialists after taking an interview in December.
- Provided resumes of factory head positions to ACI formulation.
- Successfully provided immigrant consultants resumes to GO BD GO, from where they hired one candidate after taking a virtual interview.
- Made several social media content which later got posted in grow n excel's official facebook page and linkedin.

1.3.2 Benefits to me: 3 months is a short period of time, but I would classify it as a learning experience. It provided me with the opportunity to get professional experience in the corporate sector, specially making me more familiar with the HR field.

- **Gained practical knowledge about HR activities:** HR agencies are the finest places for human resource background graduates to study. It helps me to connect theoretical aspects of human resource management to practical implications. I discovered the analytical technique of the recruitment process through my duties. It made me realize that employee retention, motivation programs, consultation, and training are all well-known aspects of human resource management that we have studied in school but are rather tough to manage and differ in the professional world.
- **Improved my MS skills and learned new skills:** Having to work with employee databases, social media content has helped me build and improve my skills in MS Word, MS Powerpoint, MS Excel and learned to do some basic graphic design with canva. I was able to improve my vocabulary skills, and strategic writing through searching for articles

and quotes. When creating social media posts, I learned how to use several Power-Point functions, which improved my professionalism. By managing database, mapping and branding; I've managed to improve my data entry speed and learnt a few keyboard shortcuts.

- **Improved analytical skill:** My profession required me to be analytical and understanding in order to respond swiftly. As I had to go through a lot of resumes for several different positions, I had to understand if the profile does match the job description and company culture where I have to submit those resumes in a short period of time. It essentially made me more productive and analytical at my job.
- **Improved communication skill:** As a headhunter, it was my responsibility to communicate with both clients and applicants, especially the candidates. Trying to make them grasp the description of the job over the call was difficult, but there was no other option. As a result, my supervisor instructed me to communicate in a clear and transparent manner while remaining professional. And I had to update my supervisor on the situation of my task. Therefore, in general, I have gained more confidence in my communication skills while working.

1.3.3 Problems/Difficulties: As an intern who work in grow n excel for three months, I've faced some difficulties, like:

- **Insufficient resources:** I have been dealing with scarcity of resources from the very first day of my internship. The laptops and computers are very old, the quantity of laptops, printers is fewer than what is required, and several of the computers do not work. I have to wait several hours for 4-5 days as my computer stopped working. That was plainly distracting and inefficient. As a result, the availability of insufficient resources reduces the productivity of the employees.
- **Problem in communication:** As I work under the headhunting department where I have to communicate with clients and candidates frequently. There are times due to outside influences there was communication error, which is a fairly common issue for any employee that works there. This resulted in late submission of updated resumes by

applicants, which made me delay my work submission and create inconvenience to my supervisor and colleagues.

- **Not following the rules:** The agency is not strict enough in encouraging employees to manage their working time. The working hours are 10 - 6.30, but most employees often come half or an hour late and want to leave as soon as they can. It has five working days per week, but it is unusual to see all employees present on all five days. There were times that I needed to work with my senior colleagues but they didn't come to the office that day. Sometimes employees don't make a formal request for a leave order. High turnover rate resulted from this.
- **Inadequate working environment:** The working environment in grow n excel is not standard. There aren't not many office associates as a result the cleanliness and hygiene condition is below average. For employees who spend 8 hours a day in that office, it is quite uncomfortable.
- **Overlooking employee needs:** A compensation benefit package can be monetary or non-monetary in nature, and is a significant feature for a business to demonstrate its concern for its employees. Most of the time, employees place a high emphasis on monetary compensation in real life. As I have conversations with my colleagues, they believe they are underpaid in comparison to the amount of effort they put in. And, for the entry level jobs, many new employees expect more remuneration as other companies are offering more salary from the very beginning. Even some of the senior employees are not paid enough as much as other companies pay their employees for the same position. This decreases the productivity of employees in grow n excel.

1.3.4 Recommendations: The issues raised above are based on my work experience, and I feel that each of the obstacles can be overcome if the proper steps are done.

- **Renovating the working environment:** As a result, I would advise them to invest more in their office and people in order to update the environment in the workplace, make essential resources available and allocate them correctly, encourage employees, and strengthen organizational value and culture.

- **Communication effectively:** The supervisors and team members' interactions should be clear, understanding, and transparent. Furthermore, juniors should be allowed to express their opinions and criticism during discussions. This will assist them in decreasing the occurrence of misunderstandings and ensuring that the work is completed by the deadline.
- **Maintaining rules and regulations:** The rules and regulations provided by the authority should be followed strictly. The process of coming to the office and leaving the office should be introduced technologically. As a result, management can watch who is arriving late and who is leaving early and, depending on that, take necessary steps such as giving warning if someone came late for the three consecutive days.
- **Considering employee needs:** Respond to employee requests, needs, and complaints. Considering their problem, recognizing it, and deciding the solution that can resolve the issue, whether it is a monetary or non-monetary situation can increase productivity and efficiency in the workplace.

CHAPTER 2

ORGANIZATION PART: OVERVIEW, OPERATIONS AND A STRATEGIC AUDIT

2.1 Introduction

Companies face a growing number of issues in a globalized environment with increasingly interconnected processes. Human resource management is a strategic procedure to attracting and developing a highly engaged and competent workforce. The function and importance of human resource management for company strategy are heavily influenced by how workers are managed. Other critical functions include employee recruitment, selection, staffing, retention, and release (Hecklau et al., 2016). HRM is basically concerned with aligning human resources to the organization's strategic and operational needs, as well as ensuring that those resources are well utilized. It is concerned not only with recruiting and retaining the needed number and quality of employees, but also with selecting and appointing people who 'fit' the organization's culture and strategic requirements. HRM emphasizes identifying employees whose attitudes and behavior are likely to be aligned with what management views to be suitable and favorable to success more than traditional personnel management (Michael, 2019).

Nowadays, MNCs' and Big local companies hire agencies for HR services. The majority of private agencies recruit secretarial and office personnel. They are usually rapid and effective, but they are extremely pricey. For finding someone, agencies can tend to charge 15% or more of the first year's income. Advertising can be less expensive, particularly if the company is in a buyer's market. Search around to select an agency that meets the needs of the company at a fair cost. Agencies should be thoroughly briefed on the requirements. They occasionally generate

undesirable individuals, but the risk is lessened if they become clear about your preferences (Michael, 2019). Typically, recruitment consultants will advertise, interview, and compile a short list of suitable applicants. Typically recruitment consultants charge a fee measured as a percentage of the job's basic wage, which typically ranges from 15% to 20%. Terms of reference must be agreed upon when engaging recruitment consultants. Employ an executive recruitment consultant, sometimes known as a "headhunter," for senior positions where there are a small number of qualified candidates and a direct route to them is desired. Consultants typically charge fees of 30 to 50% of the first year's income (Michael, 2019).

grow n excel began its journey with the goal of assisting individuals and organizations by offering a wide variety of Human Resource Management consulting services. Its in-depth insight and experience of best-in-class HR practices helps them to successfully give tailored solutions to its customers. They strive to be the best Human Resources and Management consultants in the industry by upholding the company's key values of professionalism, passion, and client focus. grow n excel continues to maintain professional relationships across the country to share skills and knowledge in order to meet the expanding needs of its clients. To provide superior services to their clients, the company employs a number of highly motivated and dynamic young experts in the areas of HR Functions. Inappropriate and unjustified recruitment costs a company a lot of money. As a result, in order to assist the company by giving the best employee at the right position at the right moment, grow n excel seeks out the proper caliber of talent for the client firm. It provides mid- and upper-level employees to a variety of industries.

2.2 Overview of the Company

“grow n excel” began its journey in 2007 with the mission of assisting those looking for work as well as firms or corporations looking for talented individuals and they focus on “Professionalism, Passion, and Client Focus” slogan. Mr. Zulfekar Hossain, the company's current chief consultant, started the company. It began its adventure in 2008 with only 18 staff. It presently has 13 internal staff.

“grow n excels” CEO and Lead Consultant is Mr. Zulfiquar Hussain, has over 12 years of experience working as a HR Director/Head of HR for Citycell and Nestle. He was a driving force behind Citycell's different change management initiatives. Earlier before he joined Citycell, he was the HR & Corporate Affairs Director of Nestle Bangladesh Ltd. (a wholly owned subsidiary of Nestle S.A. Switzerland), where he worked for almost a decade as Head of HR. Mr. Hussain established the HR department at Nestle and was successful in developing the company's operations in Bangladesh. He participated in a huge number of training programs, seminars, and workshops in the areas of Human Resources Management, Leadership, and Change Management as part of professional development programs in various nations. He also played an active role in several HR forums hosted by major trade associations and chambers. He also teaches at two of Bangladesh's prestigious institutions (North South University and BRAC University). Mr. Hussain enjoys regularly giving training sessions.

grow n excel was one of the first consultant firms in Bangladesh, and as such, it was able to set a standard that newcomers had to match. Initially, the firm solely offered Executive Search services. Profit margins were also lower back then than they are now. Then, in 2010, it launched a new sister company named Apparel Talent, which focused on the textiles industry. Before that, in 2009, it launched a sister company named SmartCheck, which is focused on the service of ensuring that the data provided by candidates applying for jobs in clients' organizations. Prior to that, it had another sister company named Dynamic Resources, which specializes in high-volume hiring and staffing. This company focuses on offering "third party" services to its clients.

2.2.1 Mission and Vision of grow n excel: With a commitment to assist businesses and individuals, grow n excel offers a comprehensive range of HR and management consulting services. They have extensive experience and understanding of best-in-class HR practices, which enables them to successfully provide personalized services to its clients. grow n excel strives to be the country's leading HR & Management consulting firm, and is driven by its fundamental values of professionalism, passion, and client attention.

Given our country's great potential and transition, grow n excel believes, they have a responsibility to play in releasing individual potential and cultivating human capital. In this

regard, they support their clients in strengthening organizational capacities in order to address tomorrow's challenges.

2.2.2 Organizational Organogram: Positions at grow n excel are organized in the following hierarchy:



Figure 1: Organogram.

Because of the pandemic the employee number decreased. Right now, grow n excel has about 13 employees, including interns who work within the organization. The team is efficient and knowledgeable enough that even with a small number of employees, they can handle a large client base that includes local businesses, MNCs, and the textile sector.

2.3 Management Practices

Management practices are the approaches and innovations used by managers to ensure the efficiency of work systems. Typical management methods include: staff empowerment, employee training, quality improvement systems, and the use of various forms of modern technology.

2.3.1 Leadership Style: The leadership style in grow n excel is a mix of both Democratic and Autocratic Leader style. Here, every working day at 11-11.30 AM meetings are called by the CEO, which takes 1 hour to 45 mins, where the employees go and discuss what they are going to do that day, which client they are going to handle, which project they are going to start or finish. Most of the time the CEO asks for employees' opinions on how they should handle certain clients or by which they can finish the certain project or their advice for any problem that occurs. Then there is another meeting at 5.30-6 PM where employees have to give an update on the progress of the project they are currently handling. Often evening meetings take more time than needed, which lowers employees' motivation.

2.3.2 Recruitment and Selection Process: Not only for the recruitment service that they give to their clients, but also for their own employee recruitment and selection process they prioritize which institution the candidates are from and what their CGPA. Most of the time they choose job applicants from (DU - IBA, Jahangirnagar - IBA, NSU, BRAC, EWU, IBA, AIUB) and the CGPA has to be at least 3.00.

During my (Intern) selection and recruitment process they had candidates from NSU, BRAC, EWU. There are two interviews, for the preliminary interview it was a virtual interview with the associate manager and senior HR associate. After that there was a final interview which was with the CEO himself.

During my tenure, they also hired two HR Trainees, the chosen job applicants are from BRAC, EWU, NSU, Jahangirnagar University. They had to go through three stages of interview. The preliminary stage was a test to know how knowledgeable they are about HRM in general and the questions consisted of: abstract reasoning, numerical reasoning, verbal reasoning, general

aptitude. In the 2nd stage they had an interview with the associate manager and senior HR associate, where they were assigned to make a video presentation and the final stage was an interview with the CEO.

When grow n excel hire for an entry level position OR for fresh graduates there are 3 stages, though for the senior level position they only had 1 interview with the CEO and Manager.

2.3.3 The Compensation System: grow n excel do pay their employees above minimum wage, though many of their employees think they are not getting paid enough for the work they put in. From HR associate to Manager they have a fixed amount salary they get every month added with commission. The commission is based on if the individuals they choose for their clients get successfully hired or if they completed any project successfully. They do get yearly bonuses.

2.3.4 The Training and Development Initiatives: For new joinee - grow n excel , train their HR Trainee for 6 month - 1 year, depending on their performance later they might get promoted during this time. For their new employees in senior positions they trained them 1-2 months for them to get settled in with organization culture, value and work. But the organization believes that while you work, you can always learn and grow, for this reason they have team training, where multiple employees work together for a client and they share their knowledge and findings to successfully complete the project. During meetings they also get feedback for their work and advice what they should do instead.

2.3.5 Performance Appraisal: grow n excel gives promotion to the employees every six months or every year based on the employees achievement or the projects they completed successfully.

2.4 Marketing Practices

A company's general game plan for engaging with prospective customers and turning them into customers of their products or services is called marketing practice. It includes the value proposition of the organization, statistics on target customer profiles, key brand messages etc.

2.4.1 Marketing Strategy: Most of grow n excels' clients and future clients are in linkedin, so they are very active in linkedin. The employees are instructed to make connection with people who are in senior job position so that they can attract them to choose grow n excel as HR recruitment firm when they need recruitment services and the people who are connected with grow n excel, can be approached to be job candidate for job positions that grow n excel employees are working on. In linkedin and Facebook official pages, grow n excel always post content, sunday - thursday they post 2 times, in morning it is always an article which are some kind of tips for businesses and leaders and in evening they always post quotes or surveys about business world or work motivation. They also post one article on Saturday morning. They always email their clients and individuals they work with, knowledge academy journals that are made by grow n excel.

2.4.2 STP Analysis

Segmentation:

Geographic Segmentation-

- Bangladesh local big businesses/organization, MNCs'
- Sri Lanka MNCs'
- India MNCs'
- American MNCs'.

Targeting: By segmenting the clients of grow n excel, the company targets the organizations whose yearly turnover are mostly above 150 million USD. But mainly, grow n excel chooses the clients based on if that client is capable of paying the amount grow n excel charge for their services.

Positioning: grow n excel tried to position them in a clients mind in such a way, when they think about recruitment and consulting services, they think about grow n excel. In grow n excel official page and when the employees talk with their clients they always mention that they are one of the leading HR recruitment and consulting firm. They always prioritize professionalism, passion,

and client focus in their services. They are few of the firms who not only provide recruitment and consulting services but also have learning and development program service.

2.4.3 Marketing channels: grow n excel use direct marketing channels while they provide their recruitment and consulting services. From finding matching individuals with Job Description to convincing individuals to give their updated CV to ensuring that the chosen individuals go to give their interview to the clients are done by grow n excel employees by themselves. For some of the recruitment services and outsourcing services grow n excel also take interviews to choose the right candidate for their clients. For learning and development programs they use indirect marketing channel strategy where grow n excel hire individuals who are in senior HR positions in well known organizations to provide learning sessions about HR, career development, skill development etc.

2.4.4 Advertising and promotion strategies: grow n excel , put executive search posts every 2-3 days in a week in their official social media pages of linkedin and facebook. They also post quotes, articles and surveys about the business world, leadership, workplace skill to attract their clients attention. They give boost posts on Facebook, 4-5 times a year . This way their clients have an idea that grow n excel is a very active agency.

2.4.5 Critical Marketing issues and gaps: Even though they are very active on social media, the likes or reactions or comments in their content are very less than the people who see their content. Their website isn't updated, which makes people who are looking to drop their CVs, call multiple times.

2.5 Financial Performance and Accounting Practices

Financial performance is a subjective evaluation of a company's ability to employ assets from its principal method of operation to create revenue. The phrase is also used to describe a corporation's overall financial health during a certain time period. Additionally, Accounting practice is the procedure and activity of recording a business entity's day-to-day financial

operations. Accounting practice is required to produce a company's legally mandated annual financial statements.

2.5.1 Budget Analysis: grow n excel establishes a revenue target that they want to achieve in a year. They first define the actions that must be carried out in order to accomplish the projects and the clients they will work for, and then evaluate the costs of carrying out these operations. Means they followed an active based budgeting.

2.5.2 Bank Reconciliation: It's balancing both debit and credit sides. It is done to determine the difference between these two and to document the accounting report's adjustments. It is helpful to check the balance in a corporation's accounting records for a cash account to the information on a bank statement. As grow n excel is a small firm, they didn't give that much information how they practice their accounts. Most of the accounting and financial work is handled by the CEO, Manager and Associate manager.

2.5.3 Journal Posting: The activities of a firm are written down and placed into a ledger by posting journals. This is handled by the manager in grow n excel.

2.5.4 Voucher Preparing: A voucher contains the following information: serial number, kind, date, credit column, debit column, amount of figures (in number and word), total column, and particulars. While preparing a voucher, every part is filled out. It is a thorough record of each transaction. In grow n excel, this is handled by the manager and associate managers.

2.5.5 Customer Transaction: grow n excels' clients transact their payment through various banks, like: BRAC bank limited, United Commercial Bank, Dutch Bangla Bank, Eastern Bank Ltd etc. Sometimes their clients instruct them to open an account in a specific bank, from there they make transactions.

2.5.6 Preparing Report: Manager and Associate managers mostly prepare the financial and accounting report, which doesn't get published as grow n excel is a sole proprietorship business.

2.6 Operations Management and Information System Practices

2.6.1 Operations Management: The administration of business procedures in order to achieve the best effectiveness and efficiency in an organization is known as operations management (OM). It aids in the transformation of manpower and raw resources into services and goods.

- **Planning:** Planning involves deciding on a site for the company and arranging production. The location of the organization impacts how successful it will be. As, grow n excel provides service, they do not have to worry about producing goods or raw materials. Though, the location of their office is in Gulshan 1, which is close to many of its clients organizations and banks that grow n excel do their transactions.
- **Scheduling:** As grow n excel isn't a big firm or manufacturer industry, they do not have strict scheduling. Though, employees who have meetings with the CEO have to be present in the boardroom at morning 11-11.30 AM and at evening 5.30-6 PM. The CEO decides a specific time that an employee will work in a project and try to complete it successfully, he often schedules certain tasks or activities for each employee to do in that week.
- **Organizing:** It establishes the activity required to attain the business objectives and allocated authority to complete them. It primarily establishes the job and authority structure. If it's a recruitment service, first, the CEO allocates the project to the employees. Then, the employees will contact clients and get more information about their company, job position and what type of person they will prefer. After that, they will start to do CV sourcing, from those CV they will contact the individuals about the job opportunity, those who agree to change their job will send another updated CV, which then will be sent to clients. After that, the clients will send some shortlisted CVs, who will be called to give interviews for the clients, by grow n excel employees. Additionally, if it's a consulting service, clients will contact the manager, then they will have a meeting with the CEO and lead consultant about the issues they want advice on.

- **Controlling:** It means ensuring that actual performance matches to expected performance. It measures actual outputs and compares them to operations management plans. The most significant functions in this case are cost control, quality control, and time management. As previously said, to make sure that the employees are completing their task to achieve expected performance and at a specific time, there are always 2 meetings on workdays. For quality control, employees always call their clients after 15days or a month when the project is completed, to make sure the hired personnel is doing his/her job well, they even call the personnel who have been hired to know if they are satisfied with their new job position.

2.6.2 Information System: IS, or information system, is an academic study of systems with a focus on knowledge and connected with software and hardware networks used by people and organizations for data collection, filtering, analysis, production, and distribution.

- **Hardware and Software:** Any physical device is referred to as hardware. grow n excel provides computers, laptops, phone and SIM cards for workers to use while at work. There is no software that grow n excel use specifically for HR activities, as far as I know. Though, they do use Microsoft Outlook to communicate with their clients and job applicants.
- **Data:** Data refers to information gathered for analysis. Various types of data are used to complete the total work. After CV sourcing or collecting CVs from people who are searching for new jobs, grow n excel employees update their client list and job market analysis list in Microsoft or Google excel sheet and keep those in google drive. This updated sheet then they share with the CEO, also they do mapping for a particular position for their clients, so they can easily and quickly go through the job applicants details.

2.7 Industry and Competitive Analysis

Industry analysis is a method that helps a company assess its position in comparison to other businesses that make similar products or provide similar services. Understanding the factors at work in the industry as a whole is a key factor in successful strategic planning. Additionally, competitive analysis based on marketing and strategic management means an examination of the strengths and weaknesses of present and potential competitors. This study gives a strategic perspective for identifying opportunities and risks from both an offense and defense standpoint.

2.7.1 Porter's Five Forces Analysis: To find, grow n excel's attractiveness in the market, porter's five forces model is the standard process for measuring its market share & profitability. If we give 5 points to each factor - 1 means very low competition, 2 means low competition, 3 means neutral competition, 4 means high competition and 5 means very high competition. Adding, all the factors points together we will see how many points grow n excel has out of 25 and we can easily decide the competitive pressure of grow n excel.

Rivalry among Competing Sellers - Although there are several consulting organizations accessible in the industry, grow n excel is among the most well-known. grow n excel provides not only executive search services but also other services based on the needs of the client, such as payroll, reference checks, apparel talent, consulting, performance management, learning and training development and many more. At grow n excel, you can enjoy a range of services. These kinds of services are uncommon in consulting organizations because they necessitate a large amount of resources to be carried out professionally. Not just in terms of services, but also in terms of relationships, as grow n excel has been in business for a long time and clients have faith in their professionalism. So, we can say grow n excel has neutral competitive pressure is terms of rivalry among competition sellers, means (%).

Competitive Pressures from Potential Entrants - There are some famous agencies specializing in this type of HR recruitment job. To enter into the market, one must raise their link. They, including grow n excel, have their own database system where they look for the best people for the firms they work with. Because clients have varied requirements for a personnel or job, new entrants must have a high level of ambition to meet those standards. People are suddenly scared

to start this type of business. Because trust is so important, large corporations do not put their trust and money in untrustworthy entities. So the threat of new entrants is very low, in such a way that they can not easily capture the market, means (1/5).

Competitive Pressures from Substitute Products - grow n excel is a consulting firm that does outsourcing for other large corporations. People desire a different manner to finish their extra task that requires extra manpower, is complex and needs time. Clients connect with grow n excel for help with these kinds of time-consuming and complex tasks (head hunting or executive search). However, if a company has its own in-house recruitment department, they will not turn to grow n excel for assistance. So, we can say grow n excel has neutral competitive pressure in terms of substitute products, means (3/5).

Power of Suppliers - grow n excel use bdjobs.com and linkedin for CV sourcing and they also use CV from the people who dropped their CVs as they want to change jobs, here the suppliers doesn't have intention to interfere in grow n excel's business. Then , sometimes to verify an individual's profile to give his CV to their clients, they get information from the HR dept. of their other client if the job applicants mentioned he/she used to or is working for their other clients. Even if information about employees and jobs are supposed to be confidential, many of grow n excel clients help them as they have trust in them. So the power of supplier is low, in such a way that they will not interrupt grow n excel's work that much, means (2/5).

Power of Buyers - As previously said, there are other recruitment firms on the market. For many organizations, it is not a good idea to switch between agencies as confidentiality or security issues might arise. But there are some who hire 2- 3 agencies at once for their recruitment process. However, the number of grow n excel's clients is large; many LLCs and MNCs do not want to waste time on the recruiting process, and some do not have an in-house recruitment sector. So they come to grow n excel for help in the recruitment process. Also, grow n excel has a large client base, and they are constantly looking for new clients through linkages from other firms. So the power of buyer is neutral, in such a way that they will put somewhat of a competitive pressure on grow n excel's work, means (3/5).

From above, we can see that grow n excel got 12 out of 25, that means grow n excel has moderate amount competitive pressure in HR service industry.

2.7.2 SWOT Analysis: Like many other organizations and businesses, grow n excel also have its strength, weakness, opportunity and threats.

grow n excels' strength: They have one of the best recruiters. As they keep market analysis data, they have the capability to forecast market demand. Expert in searching and recruiting mid and top level executives as they have a strong hold in this area. They have quite a huge network, which makes their clients to be dedicated to them. As one of the few first HR agencies, they are able to build a strong brand name.

grow n excels' weakness: Many new MNC that have started their business in Bangladesh, still don't know about grow n excel. Many organizations don't have an idea how recruitment agencies can help them to hire the best talent for their team. And, some don't trust to give the details about their company clearly as they think it's confidential. Because of the pandemic there was an economic downturn, grow n excel lost many of its projects and employees, as many of their clients also have been affected by this.

grow n excels' opportunity: Nowadays, there is a growing need for HR consulting services among potential job candidates. More fresh graduates than ever before are interested in working in HR consulting firms. The companies, who understand how helpful it would be to work with recruitment agencies, are interested in hiring experienced HR agencies more than ever. As previously said in weakness, because there are many new MNCs are starting their business in Bangladesh, grow n excel can use this as an opportunity.

grow n excels' threat: As I said, organizations are getting aware of HR agencies importance, so many of HR service agencies are getting more active, which in future can give strong competition. As grow n excel is a Bangladesh based HR service agency, there are often many disturbances created by political parties. Finally, there is always a risk of getting affected by unfavorable economic conditions.

2.8 Summary and Conclusions

“grow n excel” was one of the first consultant firms in Bangladesh and is one of the country's leading HR and management consulting firms. grow n excel provides not only executive search services but also other services based on the needs of the client, such as payroll, reference checks, apparel talent, consulting, learning and training development and many more. At the moment, grow n excel has about 13 employees, including interns who work within the organization. The team is efficient and knowledgeable enough that they can handle a large client base that includes local businesses, MNCs, and the textile sector. The organization believes that while their employees work, they can always learn and grow.

Their employees are instructed to make connections with people who are in senior job positions so that they can attract them to choose, grow n excel as a HR recruitment firm when they need recruitment services. grow n excel establishes a revenue target that they want to achieve in a year. As grow n excel is a small firm, they didn't give that much information how they practice their finance and accounts. Most of the accounting and financial work is handled by the CEO, Manager and Associate manager. In grow n excel, the CEO decides a limited time that an employee will work in a project and try to complete it successfully, he often schedules certain tasks or activities for each employee to do in that week. grow n excel provides computers, laptops, phone and SIM cards for workers to use while at work.

grow n excel is constantly looking for new clients through linkages from other firms. As, grow n excel is one of the first HR agencies in Bangladesh, they have quite a huge network, which makes their clients to be dedicated to them and make their organization a strong brand name.

2.9 Recommendations

Even though, grow n excel is one of the leading HR consulting agency, they still need to change or incorporate some strategies for upcoming challenges, like:

- **Hiring more employees:** As previously said, grow n excels employees are instructed to make connections in linkedin and during dealing with clients and job seekers as much as possible. But they currently don't have that many employees, so they must grow the number of employees as well as their networking infrastructure. A recruiter's connection to the job market and new personnel pool qualifies him or her to collect more qualified CVs for any given firm.
- **Investing on social media:** They should invest more to increase the number of boost posts on facebook. Besides facebook, they also should boost posts on linkedin. This will result in grabbing more attention from current clients and new clients.
- **Incorporate HRIS:** They should incorporate HR softwares in their activities, it will make their activities easier and quicker. And, this will give the employees more chances to learn new skills and be more productive. This software will even help them increase their database. As, job market is getting more competitive day by day, it will be easier for them to source CVs for their clients.

CHAPTER 3

PROJECT PART

3.1 Introduction

Human resource management (HRM) is being revitalized in organizations, steadily solidifying its strategic importance (Hazer and Highhouse, 1997). Human resources and HR strategies are thought to develop and retain competitive advantage in an increasingly globalized market since they are difficult and time-consuming for competitors to replicate (Kim and Gray, 2005). Here, I came up with the report topic “The recruitment services that “grow n excel” provides and its importance.”, as grow n excel , give their clients recruitment services as per their organizations requirements and needs and demands. One of the benefits of outsourcing is that it reduces company costs and boosts productivity, allowing internal personnel to focus more directly on core organizational goals. Determining the major drivers and desired goals of outsourcing is also important in making the outsourcing decision. Outsourcing can have a significant impact on employees' relationships with the organization (Stroh and Treehuboff, 2003). Open communication with internal personnel who may be impacted by the outsourcing decision is crucial to how that decision will be perceived. Retaining talent is critical, and businesses should make every attempt to make aware the concerned employees about other sectors of the business. Companies have to be cautious in determining the nature of their partnership with an outside agency (Stroh and Treehuboff, 2003). HR consultants are in charge of a wide range of HR activities and can only dedicate an amount of money and time to the recruiting process. Hiring an outsourced firm with competence in this area shortens the time it takes to begin the recruiting process. Companies who do not consistently recruit are also likely to save time and cost by outsourcing recruiting. Also, corporations require highly skilled people, which involves the use of professional recruiters and, ultimately, a larger reliance on outsourcing (Stroh and Treehuboff, 2003). As recruitment or consulting already have professional recruiters and consultants, it decreases the risk of wrong hiring. grow n excel also have specialized recruiters and consultants

who give HR services according to their clients demands which make their clients trust them is recruiting process and dependent on them.

3.1.1 Background/Literature Review: The skill of matching the duties and responsibilities of a job post with a potential candidate is a challenging task, especially given the businesses continually shifting goals. Because of the increased focus on information technology, the interconnected global community, and the commodity of electronic access to knowledge, companies have had to reconsider the type of recruiters or agencies best suited to offer information services. As they understand the significance of recruiting qualified individuals and investing significant time, effort, and budget in hiring the qualified individuals (Bugg, 2015). The problems for the HR head and the managerial leader include determining what each company, department, and team need and finding the right person. Such employees would need to exhibit the attributes essential to maintain change and growth in a certain organization. Organizations often struggle with recruitment as they do not consider any kind of modern method (Bugg, 2015). E-Recruitment is also known as Online Recruitment and Internet-based Recruitment. Internet-based recruiting enables just-in-time hiring. Screening may be completed in minutes, and potential shortlisted candidates might be contacted through mass email right afterwards. E-recruitment manages the entire recruiting process, from posting job advertisements to receiving resumes and selecting the best candidate for the job, online and in a cost-effective manner (Tyagi, 2012). Not only is recruitment important for long-term competitive advantage, but it is also essential for fundamental organizational survival. Today, a company's success is strongly related to the talent it can attract. Because of the scarcity of highly talented and skilled individuals, firms must prioritize discovering and retaining talented employees. It is critical for all businesses to build a talent strategy that penetrates the company and is capable of supplying the talent required to address the demands of the changing business climate (Srivastava and Bhatnagar, 2008).

In this day and age of globalization, recruitment policies must be adaptable and proactive. Companies should be concerned with the return on the investment (ROI), which should be evaluated to compare the risks and costs associated (Tyagi, 2012). Only a well-defined and well-executed talent acquisition process from start to finish produces consistent, compliant

results – and gives a competitive advantage to an organization. According to the "best-fit model," HR strategy becomes more successful when it is tailored to certain fundamental aspects of a firm's specific setting. In order to cultivate a high-performance workforce, it is necessary to hire personnel to ensure they are the greatest fit for the firm as well as are adaptable to ensure they seamlessly integrate with firms culture and value (Srivastava and Bhatnagar, 2008). To attract the best talent, businesses should use more than just applications and interviews. Talent acquisition, according to Robin Erickson, is a "strategic approach to identifying, attracting, and onboarding top talent." The four important activities that firms can implement as best practices for highly effective talent acquisition are (Bugg, 2015) :

- Planning strategically (preparing) - Recruiters must understand the demands of each unit or department inside the firm in order to acquire talent in a collaborative effort. To create a "best-fit model," organizations should consider organizational demands as well as cultural fit at the same time. The Recruiter and managerial leader collaborate to identify the ideal well-rounded candidate and employee. Businesses should think about considering strategies that are flexible, like temporary or fixed-term contracts and staff sharing (Bugg, 2015).
- Creating an appealing organization (branding) - Establishing an appealing organization is an important approach in talent acquisition. Currently, the business world is seeing an influx of Millennials (also known as Generation Y). This population is thought to have fundamentally different work-related stimuli than their predecessors (Baby Boomers and Generation X), and as a result, different talent acquisition strategies may be required. Furthermore, presenting organization value, culture and opportunities openly during the talent acquisition process has an impact on a candidate's view of organizational fit (Bugg, 2015).
- Establishing talent communities (pipelining) - Talent communities serve as bridges between an employer and potential employees. Creating successful pipelines needs the participation of all workers in communicating the value of the company's brand. Pipelining frequently includes incentives like: referral programs, which engage a broad

and diversified audience such as prospective candidates, past candidates, student workers, etc. The managerial leader's strength as an internal and external leader is an important component of a talent community. Strong leadership is essential for creating an engaging, branded organization, and current employees can be the firm's biggest promoters. Building effective talent communities is primarily dependent on making organizations appealing to potential employees (Bugg, 2015).

- Creating a meaningful candidate experience - Some recruiters' ability to hire has been hampered by recruitment processes within highly administrative organizations. Organizations frequently engage in inefficient, time-consuming, and costly search processes, limiting their ability to hire top staff. The traditional method of hiring employees based on competence and experience prevents the company from forecasting future organization needs. Interviews are critical for determining an individual's potential within a company. As a result, organizations should approach the interview as a two-way approach between a potential employer and a potential employee. Search engines that search the World Wide Web for people posting, publishing, and presenting in a specific field may also help to hire the best fit for the company (Bugg, 2015).

Organizations in the twenty-first century must reconsider their approach to attracting and selecting qualified candidates. These new methods to talent acquisition would be based on best practices, allowing employers to focus on recruiting people who are best suited to help the organization realize its goal (Bugg, 2015).

3.1.2 Objective(s): This report may serve as a viewpoint, where I can relate my theoretical knowledge that I learned in BRAC to my work experience that I gained during the 3 months of my internship. When I worked on "grow n excel", I had the opportunity to find out about various HR services this agency provides, specifically recruitment services.

Broad Objective: The broad objective is to find out the importance of recruitment services that “grow n excel” as a HR consulting/recruitment firm provides.

Specific Objectives: I will talk about 3 specific objectives to achieve the broad objective -

- Identifying the strategies that are incorporated in the recruitment services provided by “grow n excel”.
- “grow n excel” unique recruitment systems based on their clients demands and the outcomes of those systems.
- The extent to which clients of “grow n excel” depends on them for recruitment services.

3.1.3 Significance: The reason I chose “The recruitment services that “grow n excel” provides and its importance” as my topic, nowadays the services of recruitment agencies are becoming increasingly popular due to the enormous benefits they provide to companies. Some of the benefits are - they are able to find better employees for the firms faster as they are specialized in recruitment. They often have more information about unemployed people or people who are looking to change their job or career as they have more connections and a large network. They keep information confidential and also do cross-checking as they want to maintain a good connection with their clients. For many organizations hiring a recruitment agency helps them to simplify their talent acquisition task and decrease their cost. By writing a report I will be able to find out if “grow n excel” gives these benefits to its clients, how they apply different strategies when they provide their recruitment services so that clients can hire the best employees for their businesses. This report will also make the reader understand the importance of strategic recruitment processes, specifically “grow n excels”.

3.2 Methodology

Exploratory research is done for this internship report as the topic is very little explored and my goal is to make the reader understand about the importance of recruitment service provided by “grow n excel”. It is an inductive approach as the research starts as I have collected all the datas from my working in “grow n excel” for three months.

Primary Data: Informal discussions with people who work in “grow n excel”, my supervisor, and employees from other sister companies of “grow n excel” helped me gain some basic information and personal interviews done with my colleagues also helped me gain datas.

Secondary Data: “grow n excel” website, multiple published articles, journals and brochures.

Sample size: As “grow n excel” is a small agency with 13 employees currently working and the topic is based on the recruitment service of “grow n excel”, the sample size is only seven people including my onsite supervisor.

3.3 Findings and Analysis

“grow n excel's” main goal was to assist large corporations in finding the proper personnel for specific job positions. With the passing of time and the expansion of their firm, they began to deal with a variety of companies, and most of them are mid level to top level positions. Additionally, they have two sister concerns of which are also involved in the recruitment service according to industry and clients demand.

3.3.1 Data and Information Collection: During my three months internship experience and informal conversations with my senior colleagues I have collected the following informations:

The strategies that “grow n excel” incorporated in their recruitment services:

Head hunting is a primary “grow n excel” recruitment service. This service is exclusively available from mid to top-level job positions, and it is utilized to maintain a possible privileged client base. BRAC, ACI Formulation, Avery Dennison, CBL Munchee Bangladesh, Expo Freight Bangladesh Limited, Go BD Go, Link 3, Dekko Legacy Group, Arla Foods Bangladesh Ltd., Teach for Bangladesh, Epyllion Group are some of their clients. Their services include mid to top-level jobs such as: Sales specialist, HR specialist, Payroll specialist, Manager, Company Secretary, Deputy general manager, General Manager, Factory head, Head of specific depts., Chief of Corporate Affairs, and other major managerial and administrative positions. Hiring the wrong or less-than-ideal candidate will result in a long-term loss for “grow n excel” and that is why, these jobs are classified and should be filled with people who are experienced, skilled, informed, sensitive, and influential. And, if the head hunting doesn't go in the right direction

“grow n excel” clients will lose faith in them, causing it to lose its market share, which competitors will seize. And if the selection is right fit for the clients , more clients will come because of the present client's recommendation. These critical positions necessitate additional time, study, effort, and experience to find the ideal match. As a result, the specialized head hunting team goes through various steps to find the perfect match. They engage with their clients on a frequent basis to check and gain a clear knowledge of the job description and requirements of potential employees. This entire process is separated among the head hunters, with one set up for contacting clients, one set up for sourcing and mapping selected resumes, and one set up for phoning candidates. After effective and efficient searching, they give a proper pool of potential personnel to their clients.

“grow n excel” is well known as a reliable RPO (Recruitment Process Outsourcing) service provider. They have already served a number of large corporations, including Go BD Go, HSBC, Link 3, Citi NA and CBL munchees. The clients share the job description with “grow n excel” authorities and assign them the task of organizing a recruitment process. “grow n excel” occasionally collects resumes from interested candidates on behalf of their clients, and sometimes their clients share the CV bank. They create a short list of candidates based on their main requirements for the first round written test, after they source the CVs. For written tests, they create the question paper, book the exam location, phone and email the short-listed candidates, lay out the test, and audit the exam scripts on behalf of their clients. Following the results, they first contact the clients to provide updates, as well as to ensure that the earlier requirements are still in place and that they are satisfied with the results. If the criteria are slightly altered, the results are altered, the list is reduced, or additional picked candidates are added. If all goes well, they will proceed to call the candidates in for interviews. Occasionally, they will hold the first round of interviews at the “grow n excel” office and then send the qualified interviewees to the last round of interviews with the employers. “grow n excel” are compensated handsomely for their services, but the amount varies depending on the financial soundness of the clients because there is no fixed amount. However, because they constantly work for large organizations as part of RPO, the payment is generally adequate.

“grow n excel” unique recruitment systems based on their clients demands and the outcomes of those systems:

Apparel Talent - Similarly to “grow n excel”, its sister concern “Apparel Talent” is committed to ensuring adequate hiring of the market's best existing specialists. This particular sister concern works for the textile and RMG industries for various roles, and under the "executive search," they provided their services for top level positions such as head of safety, head of sales, and general manager- HR & Admin. Because grow n excel thinks that this industry is continually growing and contributes the most to the country's GDP. Apparel Talent now works with FCI, A&E, Dekko, EPIC, Sinha, and DBL, among other major clients. Industry expertise, market intelligence, and a solid resource base enabled the sourcing process so methodical that it met the customer's desired performance level. However, there is a scarcity of qualified candidates for mid- and senior-level posts. Employees at this sister concern are well aware of the industry's constant appearing challenges and have gained recruiting experience in a variety of units such as knitting, dyeing, cutting, sewing, and washing. And, as a result of this segmentation, it is able to make its personnel more knowledgeable and competitive in the market.

Dynamic Resources - “Dynamic Resources” has launched its new Recruitment Services program, which is a professional recruitment medium focusing on the recruitment of permanent, contract, and temporary roles from top to entry level on behalf of local business firms. From the front office to the executive boardroom, this explosive umbrella will cover all aspects of recruitment. The primary focus on Recruitment Services will be entirely on local enterprises, banks, and businesses. They are currently working with various businesses within the local industry, including pharmaceuticals, banks/non-bank financial institutions, non-governmental organizations (NGOs), tourism, and fast moving consumer goods (FMCG). “Dynamic Resources” is different from their competitors in the industry as they have dedicated and experienced recruiters who complete projects within a time limit. They cover a diversified industry and have customized solutions for their clients.

“Dynamic Resources” provides volume hiring service, volume hiring is one of the company's mottos to help them obtain a competitive advantage. Similarly, they cover a wide range of industries such as Electronics, Local Group of Companies, Small Financial Institutions,

Automobiles, Security Firms and so on. They hire for a variety of positions, but primarily for entry-level positions, such as: Field Sales Force, Customer Service, Call Center, Medical Consultant, Retail Employees etc. In the case of volume hiring, “Dynamic Resources” conducts the interview and assessment step with candidates after sourcing and reviewing resumes. Where they specifically focus on some fundamental abilities such as success attitude, job approach, negotiating skill, product description, target oriented, and time management. The applicants are evaluated depending on the criteria listed above. They double the entire procedure if necessary. It helps clients to control worker flexibility, regulate workload variations, and save time and money for their businesses. “Dynamic Resources” believes that almost every industry and its associated companies are distinct from one another, thus they have different methodical screening procedures to deliver according to each client's individual requirements. They provide access to a well-established network of individuals, relevant knowledge about changing market trends, find the right individual with the necessary skills for the job, and become a preferred partner for volume recruiting.

“Dynamic resources” also provides staffing services, which provide enterprises with a wide choice of staffing options to boost corporate growth and competitiveness. They help firms save time and focus on strategic and value-added activities by assuming labor outsourcing services to get economic and operational benefits. They are in charge of both the managerial and administrative aspects of stuffing. Some of their clients are Samsung India Electronics Private Limited, SGS Bangladesh Limited, Philip Morris Bangladesh Ltd, Citibank NA, CBL Munchees Limited, Arla Foods Bangladesh Ltd etc. In terms of method, they used to follow the same search process set by “grow n excel”, but they made a minor adjustment, which is “Job Offer & Orientation” and “Payroll & Benefit Management”, after the interview and assessment stage.

- They first conduct a short briefing where the candidates learn about the joining procedure under “job offer and orientation”. “Dynamic Resources” processes all paperwork, including appointment letters, insurance forms, bank account forms, and so on, as well as checking references. Photo identity cards are supplied, and an orientation session is organized for newly hired staff. An orientation package is typically prepared with a JD, reporting format, and compliance considerations in mind.

- In the payroll process, the agents' salaries are disbursed on time. They typically examine several perks such as provident fund, gratuity, insurance contracts, and medical insurance for outsourced employees. They collaborate closely with the client business to develop approved compensation as part of their service, while also being held accountable for any actions of the outsourced employees that force the organization to conduct leave management and replacement.

Clients of “grow n excel” depending on them for the recruitment services:

When an organization seeks the assistance of a recruitment agency consultant, they must first ensure that this decision will result in significant short and long-term benefits. “grow n excel”, like other Human resource recruitment firms, has been servicing its client organizations for the past 13 years, and its client base is growing by the month. The reasons that clients rely on “grow n excel” are:

- “grow n excel” always communicate and report to their clients to know more about their requirements and give updates about the project.
- They strictly maintain their agreement with the clients.
- “grow n excel” have experienced recruiters who give effective internal recruitment solutions which gives the clients competitive advantage.
- They give professionals who are best fit for their client organization, which decrease clients organizations employee turnover and also lessen the chances of wrong hiring.
- “grow n excel” has access to a large talent pool, which minimizes the cost and saves a lot of their clients time.
- They are well aware of their current clients organization model, which makes it easier for them, if they need to adapt any new recruitment strategy.

These are the reasons that clients rely on “grow n excel” for effective recruitment, executive search, staffing and volume hiring, as the outcomes always give clients advantages. They lower the client's HR department's expenses and allow them to perform more quickly while maintaining the quality of their business.

3.3.2 Findings about the recruitment service importance in “grow n excel”:

Insufficient manpower: This is the most significant drawback of “grow n excel” that is their lack of personnel. Serving hundreds of customers with only thirteen personnel diminishes the company's efficiency. When the workload is high enough and combined with long hour meetings the staff are obliged to stay up until 7 or 8 p.m., even though the working hours are from 10 a.m. to 6 p.m. As a result, this type of pressure reduces their efficiency, energy, and increases absenteeism.

No hit, No pay: Since “grow n excel” has been serving a large client pool for a long time and has established a highly distinct image in the field of recruitment, they also follow this country's one recurring rule for consultant firms, which is they will get paid only if they are successful in hiring individuals for clients. When it comes down to it, it is solely up to the clients whether or not to hire the candidate. A recruiting firm's job is to find prospective candidates and refer their resumes to their clients, who are employers. However, until the candidate is accepted and joins the company, agencies working time, energy, and cost is not considered. If this is the case, they will receive their fees; otherwise, they will regard this as a nonfinancial achievement, or in simpler terms, "experience." This is a major barrier to employment organizations including “grow n excel”.

Over relying on third parties for communication: When a work becomes dependent on a third party, it becomes more dangerous. Every day, the “grow n excel” headhunters are subjected to this phenomenon. They used to serve as a link between employers and candidates. As a result, if there are any information gaps, it creates a problem and “grow n excel” becomes its sole victim. Clients have sometimes shortlisted interested prospects and called them in for interviews, only to have the candidates disclaim their interest. And occasionally the objections come from interviewees because the information that they heard from us is not the same during the interview with clients. As a consequence, “grow n excel” was held accountable and forced to repeat the CV sourcing process.

Overlooking unemployed: Certainly, “grow n excel” has played a crucial part in helping people to find better jobs and develop their careers throughout the years, but it has been unresponsive to the needs of the unemployed. They mainly focus on persons who are currently employed, although their clients have no prejudice against unemployed candidates. Whereas in a growing country like Bangladesh and the recent Covid situation causing more people to lose their jobs.

Unknown to the general public: The market is becoming more competitive by the day. “grow n excel” needs to focus more on networking and publicity in this case. Despite having large corporations as clients, “grow n excel” is still unknown to the new and small businesses, general public, and students. People have little information of the roles and duties of consulting and recruitment firms, which in future will become an obstacle to their success, so they must consider it.

Outdated HRIS and website: Another issue that must be addressed is technology maintenance. They do not apply to any well-established HRIS-human resource information systems. As a result, database management has become quite complex for employees, and employees no longer have the opportunity to make the greatest use of previously obtained data. Sometimes, employees have to source CV for the same position twice because the company's database is not maintained properly.

3.4 Summary and Conclusions

“grow n excel” gives their clients recruitment services as per their organizations requirements and needs and demands. One of the benefits of outsourcing is that it reduces company costs and boosts productivity. Companies who do not consistently recruit are likely to save time and cost by outsourcing recruiting. The report aims to find out the importance of recruitment services provided by the company.

Head hunting is a primary "grow n excel" recruitment service. This service is exclusively available from mid to top-level job positions. For this service “grown excel” provides additional time, study, effort, and their experience. "grow n excels” sister concern "Apparel Talent", is

committed to ensuring adequate hiring of the market's best existing specialists. This sister concern works for the textile and RMG industries for various roles. There is a scarcity of qualified candidates for mid- and senior-level posts in the industry. “grow n excels” another sister concern "Dynamic resources" also provides staffing services, which provide enterprises with a wide choice of staffing options to boost corporate growth and competitiveness. They cover a wide range of industries such as Electronics, Local Group of Companies, Small Financial Institutions, Automobiles, Security Firms and so on. "grow n excel" has been servicing client organizations for the past 13 years. Clients rely on them for effective recruitment, executive search, staffing and volume hiring. They have access to a large talent pool, which minimizes the cost and saves a lot of their clients time.

For many organizations hiring a recruitment agency helps them to simplify their talent acquisition task and decrease their cost. This report will also make the reader understand the importance of strategic recruitment processes.

3.5 Recommendations/Implications

After analyzing the found information and data about “grow n excel”, I will recommend:

Increasing the number of staff: The staff should be expanded. Because it is getting increasingly difficult to manage a large client base with a small number of employees. “grow n excel” should hire more experienced staff to conduct services more efficiently and achieve deadlines more quickly. New creative solutions and ideas should be shared. It should invest more toward its employees and the work environment.

Restrict the presence of third parties: To reduce constant inconvenience caused by third parties, they should discontinue the presence of third parties in their operation. Before beginning the recruitment process, an exact and immutable JD should be given. They should also inform the clients that the JD will be given to candidates. Furthermore, if any applicant expresses interest in the job offer, they will be instructed to mail a consent letter/form to “grow n excel”,

which will be given to the clients in the future. As a result, there will be no misinterpretation, and the authority of “grow n excel” will not be blamed.

Concentrating on the unemployed: Instead of only focusing on the employed, they should also focus on employing the unemployed. If their success rate increases because they begin to deal with unemployed people, their potential as a recruitment agency may be increased by both the people and the clients.

Investing in branding and advertising: As their market becomes more competitive and competitors become more powerful, they must focus more on capturing the majority of the market. And, as a leading HR agency, it is disheartening that many students with HR major backgrounds and individuals from other areas do not know about “grow and excel”. In order to respond, they must invest in their own agency’s branding and advertising. They should attend various seminars, brand forums, conferences, and job fairs, as well as organize university campaigns to spread the word about them. They should broaden their network by including startups.

Upgrading database management system and website: They must develop their personal database management system to facilitate operations, as well as engage an IT specialist to oversee updates and their websites. Because, employees who have worked under them in the past are not recorded in their server for the projects or services they have done or given so far. These days, instead of people conversing, people visit a company's website to learn more about it. As a result, they must develop upgraded websites with all of the information that their clients and candidates might need.

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Appendix A.

Personal Interview Questions

- What are the strategies and how are those strategies incorporated in the recruitment services provided by “grow n excel”?
- What are the unique recruitment systems “grow n excel” provides based on their clients demands and the outcomes of those systems?
- To what extent clients of “grow n excel” depend on them for recruitment services?