

Report on  
**Implementation of Pre-Employment Aptitude Test in BJIT  
Limited**

By  
Rifah Nanjiba  
17104053

An internship report submitted to BRAC Business School in partial fulfillment of the  
requirements for the degree of  
Bachelor of Business Administration

BRAC Business School  
BRAC University  
January 2022

© 2022. BRAC University  
All rights reserved.

# Table of Contents

<b>Declaration</b> .....	<b>5</b>
<b>Letter of Transmittal</b> .....	<b>6</b>
<b>Non-Disclosure Agreement</b> .....	<b>7</b>
<b>Acknowledgement</b> .....	<b>8</b>
<b>Executive Summary</b> .....	<b>9</b>
<b>Chapter 1: Overview of Internship</b> .....	<b>10</b>
<b>1.1 Student Information:</b> .....	<b>10</b>
<b>1.2 Internship Information</b> .....	<b>10</b>
1.2.1 Period, Company Name, Department/Division, Address .....	10
1.2.2 Internship Company Supervisor's Information .....	10
<b>1.3 Internship Outcomes</b> .....	<b>12</b>
1.3.1 Student's contribution to the company.....	12
1.3.2 Benefits to the student .....	13
1.3.3 Problems/Difficulties faced during the internship period .....	14
1.3.4 Recommendations to the company on future internships.....	14
<b>Chapter 2: Organization Part</b> .....	<b>16</b>
<b>2.1 Introduction</b> .....	<b>16</b>
<b>2.2 Overview of the Company</b> .....	<b>17</b>
2.2.1 Background.....	17
2.2.2 Mission and Values .....	18
2.2.3 Organizational Structure.....	19
<b>2.3 Management Practices</b> .....	<b>21</b>
2.3.1 Decision Making.....	21
2.3.2 Employment Policy.....	21

2.3.3 Recruitment Process.....	22
2.3.4 The Training and Development Initiatives .....	23
2.3.5 Performance Appraisal System .....	24
2.3.6 Pay Scale.....	25
<b>2.4 Marketing Practices.....</b>	<b>26</b>
2.4.1 Seven Ps of Service Marketing .....	27
<b>2.5 Financial Performance and Accounting Practices .....</b>	<b>30</b>
<b>2.6 Operations Management and Information System Practices .....</b>	<b>31</b>
2.6.1 Operations Management.....	31
2.6.2 Information System Practices.....	32
<b>2.7 Industry and Competitive Analysis .....</b>	<b>34</b>
2.7.1 Porter's Five Forces Analysis .....	34
2.7.2 SWOT Analysis .....	35
<b>2.8 Summary and Conclusions.....</b>	<b>36</b>
<b>2.9 Recommendations .....</b>	<b>36</b>
<b>Chapter 3: Project Part: Implementation of Pre-Employment Aptitude Test in BJIT Limited</b> .....	<b>38</b>
<b>3.1 Introduction .....</b>	<b>38</b>
3.1.1 Background .....	38
3.1.2 Objectives.....	39
3.1.3 Significance .....	39
<b>3.2 Methodology .....</b>	<b>40</b>
<b>3.3 Findings and Analysis.....</b>	<b>41</b>
3.3.1 Hiring process of BJIT Limited.....	41
3.3.2 The drawback of implementing pre-employment aptitude tests in the BJIT limited hiring process .....	43
3.3.3 The benefits of implementing pre-employment aptitude tests in the BJIT limited hiring process .....	44

<b>3.4 Summary and Conclusions.....</b>	<b>46</b>
<b>3.5 Recommendations/Implications.....</b>	<b>46</b>
<b>References .....</b>	<b>47</b>

## Table of Figures

Figure 1 Logo of BJIT Group .....	18
Figure 2 Values of BJIT Group .....	18
Figure 3 Business Unites of BJIT Group.....	19
Figure 4 Organizational Structure of BJIT Limited .....	21
Figure 5 BJIT Growth Record & Plan .....	23
Figure 6 BJIT Academy Training Roadmap.....	24
Figure 7 360 Degree Evaluation Criteria .....	25
Figure 8 Journey of BJIT Group .....	28
Figure 9 BJIT Sales & Follow-up Journey.....	29
Figure 10 ERP Module used by BJIT Limited .....	33
Figure 11 Recruitment Process Flow Chart of BJIT Limited .....	43
Figure 12 Implementation of Aptitude Test in the recruitment process of BJIT Ltd. ....	45

## List of Tables

Table 1 BJIT Job Rank & Required Experience .....	26
Table 2 BJIT Sales & Average Growth Record .....	30
Table 3 SWOT Analysis.....	35

## Declaration

It is hereby declared that

1. The internship report I submitted is my own original work completed while studying at BRAC University.
2. The report contains no previously published or written by a third-party material, unless properly cited through full and accurate referencing.
3. The report does not include any material that has been accepted or submitted for a different degree or diploma at a university or other institution.
4. I've acknowledged all of the major sources of assistance.

Student's Full Name & Signature:

*Rifah Nanjiba*

---

Rifah Nanjiba

17104053

Supervisor's Full Name & Signature:

---

Shihab Kabir Shuvo

Lecturer, BRAC Business School

BRAC university

## Letter of Transmittal

Shihab Kabir Shuvo  
Lecturer,  
BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

I appreciate the opportunity that I have had your guidance throughout my internship period, and I am thrilled to be submitting my internship report about BJIT Limited as a compulsory part of my graduation from BRAC University's BBA Program. I wrote my internship report in accordance with your instructions, also following guidelines provided by my department [BBS], believing that it will be comprehensive, as I will also try to meet all the required specifications. Working at BJIT Limited has been immensely interesting and informative, and I believe that what I have learned will help me in future endeavors. As a result, I am hoping that you'll accept my internship report.

Sincerely yours,

*Rifah Nanjiba*

---

Rifah Nanjiba  
17104053  
BRAC Business School  
BRAC University  
Date: January 03, 2022

## Non-Disclosure Agreement

This agreement is made and entered by and between BJIT Limited and the undersigned student at BRAC University named Rifah Nanjiba as a form of pledge to ensure that there will be no disclosure of unauthorized confidential information of the company by the student.

*Rifah Nanjiba*

---

Rifah Nanjiba

## Acknowledgement

First of all, I would like to express my gratitude JM Akbar, Chairman and CEO (Founder of BJIT Group), for allowing me to intern with the organization. I also would like to express my deepest gratitude towards everyone at BJIT Limited who worked with me. They created a pleasant working environment through their kindness and inclusivity.

I acknowledge the assistance of these individuals with great pleasure and gratitude. I am extremely grateful to my faculty members for providing me with the resources I needed to excel during my internship. I would like to thank Shihab Kabir Shuvo, my internship supervisor, for his guidance, support, advice, and suggestions for improvement throughout my internship. In addition, I would like to express my sincerest gratitude to Raisa Tahsin, Senior Executive of Business Development at my organization, for teaching me team cohesion, problem-solving skills, professional ethics, effective communication, goal setting, people management, and so on. Her approachable leadership helped pave the way for self-development. I am immensely grateful to my department staff members and friends who supported me in successfully completing this internship.

Lastly, I am grateful to God for bestowing the gift of knowledge and understanding on us, as well as for responding to my prayers.



## Executive Summary

BJIT Limited is a Bangladesh-based firm that specializes in offshore software development. The firm creates software for automated processes. Its headquarters are in Dhaka. They are renowned in the IT (information technology) industry for its collaborative experience of powerful and flexible engineers who strictly preserve product quality. This benchmark has been unquestionably maintained since 2001 by a number of Japanese and global corporations. BJIT has customers from all over the world.

The solutions provide digital identity to many citizens of the countries in which they are used. The company has established itself as a strength and determination to be acknowledged with in just 20 years of existence. It has won awards for its advancement over the decades.

BJIT's managerial structure is common, as is prevalent in the IT business world. I focused on the critical business operations it performs in an attempt to comprehend its operations – operational activities, human resources, and financial services. I couldn't concentrate on their investment details because I didn't have access to that information. Since there is very little publicly available information on BJIT Group, I relied heavily on the observational technique in my research. In order to obtain a good understanding of the company, I examined all of its services and goods, which I have used in this document.

To gain a better insight of the organization's business operations, I focused on the aspects of the human resources department, as well as the finance and accounting department. However, I have focused the majority of my attention on business development activities. To accomplish this, I have listed the human resource needs, the methods by which the company obtains projects, as well as the company's notable projects. Finally, I discussed my findings, crucial findings, and suggestions.

# Chapter 1: Overview of Internship

## 1.1 Student Information:

My name is Rifah Nanjiba, and I am a Bachelor of Business Administration (BBA) student at BRAC Business School, BRAC University, with the Student ID: 17104053. My undergraduate studies began in the spring of 2017, and I hope to complete them this year. I will graduate in 2022 with a major in E-Business and a minor in Economics.

## 1.2 Internship Information

### 1.2.1 Period, Company Name, Department/Division, Address

I have been given the opportunity to work as an intern at BJIT Limited for four months, beginning October 1st, 2021, and ending January 31st, 2022. I work as a business development intern in BJIT Limited's CEO Office. The headquarters of BJIT Limited are located at House No.-2275, 2279, Panchkhula, Satarkul, Badda, Dhaka-1212.

### 1.2.2 Internship Company Supervisor's Information

As a business development intern in BJIT Limited's CEO Office, I worked under the direct supervision of and reported to Ms. Raisa Tahsin, who is currently working as a Senior Executive in BJIT Limited's CEO Office. In addition, my line manager and I work very closely under the Chairman and CEO (Founder of BJIT Group), JM Akbar.

## **Job Scope**

I worked 9 hours a day, Monday through Friday, from 8:00 a.m. to 5:00 p.m. at BJIT Limited. During my first month of the internship, I essentially went through a knowledge transfer session with my line manager, during which I completed various courses that taught about the essential corporate values of a workplace, among other things. Some of the courses were Business Communication Skills, Mastering Talent Management, Goal Setting, Planning and Execution, Finance Essentials, and many more. I was also taught how to conduct interviews, as the CEO's Office conducts a final interview with the candidates before the CEO makes a final decision.

## **Regular Responsibilities**

- Preparing documents for upcoming events, such as new employee orientation program.
- Designing presentations to assist top management in decision making.
- Putting together presentations for new business proposals
- Assisting with final interviews for the CEO's Office
- Preparing and conducting employee satisfaction surveys and BJIT Academy training feedback surveys.

## **Additional Responsibilities**

- Compiling guidelines, organization charts and important notices from BJIT Limited's various departments.
- Working closely with the Human Resources Department to update all departments' roles and responsibilities.
- Look for motivational courses for BJIT Limited employees.

## **Projects Completed**

- Preparing Updated HR Guidelines for BJIT Limited.
- Designing and preparing Business Communication Guidelines for all of BJIT's locations.
- Designing and presenting a Pre-Employment Aptitude Test proposal to top management.

## **Events Organized**

- New Employee Orientation Program – November 2021, December 2021, and January 2022
- A campaign shoot for the new company profile video of BJIT Group.

## **1.3 Internship Outcomes**

### **1.3.1 Student's contribution to the company**

Throughout my internship, I was assigned duties and responsibilities which were all essential and time-sensitive in nature. I believe that by successfully completing these tasks, I have contributed to the organization's smooth operation.

Furthermore, the projects that were assigned to me, such as the design and compilation of BJIT Limited's HR and Business Communication Guidelines, were quite crucial, as they were to be shared with all BJIT Limited employees, beginning with the top management level. This meant that any kind of error was unacceptable. I had to communicate with my line manager and the HR managers on a regular basis while working on this project to ensure that the content was flawless. With the timely completion of the document, I was able to guarantee that high-quality content was shared with all employees, resulting in the satisfaction of top management as well.

In addition, with the assistance of my line manager, I successfully designed and planned a Pre-Employment Aptitude Test proposal for the top management. This project will help BJIT Limited compare the potential of different candidates in a fair and objective manner. It will also help us identify skills that were previously impossible to recognize manually. As a result, the hiring quality will improve. We are currently working from home due to the ongoing COVID-19 pandemic, so it can be difficult at times, but I was capable of completing every one of the delegated responsibilities on time and with quality.

### **1.3.2 Benefits to the student**

Since its founding in 2001, BJIT Limited has developed to be among Bangladesh's top IT firms. Working as an intern in such a large organization was incredibly gratifying in terms of achieving practical learning experience and discovering new areas of specialization.

After completing my internship successfully, I discovered how to gain a thorough understanding of the skills and attributes gained at my workplace. By assessing the office environment and conditions and identifying relevant skill sets acquired through on-the-job observation, I learned how to solve real-life work challenges. I've also learned how to articulate career opportunities by considering opportunities within a company, sector, or industry, as well as professional and educational advancements. My internship at BJIT Limited taught me how to effectively and appropriately communicate with a group of employers in the workplace, both verbally and in writing.

Furthermore, by looking deeper into the deeper issues of the challenges I've faced in recent months, I was able to apply analytical reasoning and problem-solving expertise. By analyzing challenges and considering opportunities, I have also improved my resource management skills. I was also able to recommend ideas to my line manager to improve work effectiveness and efficiency by analyzing challenges and considering viable options. By engaging in harmonious interactions with various employees, the experience has also taught me how to express admiration and respect for various groups of professionals.

Finally, during my internship, I learned how to demonstrate professional ethics by maintaining a positive attitude.

### **1.3.3 Problems/Difficulties faced during the internship period**

My internship experience at BJIT Limited was extremely beneficial and full of learning opportunities. However, there were a few major obstacles along the way.

To begin with, because my E-Business classroom lessons were more focused on purchasing and selling goods or services, assisting customers, maintaining resources and processes, working collaboratively with business partners, sharing data, operating automated workplace facilities, hiring, and other topics, I found it challenging to relate some of the concepts from the IT industry. Because BJIT is a software development company, much of the work entailed understanding some of the fundamental terms of the IT industry. For example, while interviewing engineers, I had to do a lot of research on their platforms and fields of specialization to understand what types of questions were appropriate.

Finally, because the CEO office works closely with the CEO and founder of BJIT Group, all of our tasks must be approved by him before they can be shared with top management. Meetings with Sir were difficult to arrange because he was constantly traveling to other BJIT Group branches around the world, and the time zones never matched. Many of our projects were pushed back as a result of this. However, with time and patience, my line manager and I were able to resolve this issue.

### **1.3.4 Recommendations to the company on future internships**

To begin with, I would suggest that BJIT Limited's human resources department schedule a regular weekly meeting with their interns to guarantee that their well-being is not neglected. It is vital to maintain the interns' safety and welfare, as well as their health and wellness. Interns can, in fact, learn a lot of new things. Apart from that, I suggest the

company provide a specific location or room for lime managers to conduct updates and communicate with other new recruits in order to obtain more transparency.

In addition, I hope that leaders and managers can improve intern motivation workshops to maintain competitiveness and motivation. It can really help interns enhance their performance, general knowledge, and specific competence.

Finally, I would like to propose that BJIT Limited expand internship programs for undergraduates working not just in the CEO's Office, Accounts Department, or Human Resources Department, but also in a variety of other activities, so that they can continue exploring their appropriate areas of expertise and obtain hands-on expertise in the field, which will serve as a life-long learning lesson and enable them to flourish in their future.

## **Chapter 2: Organization Part**

### **2.1 Introduction**

#### **Objective**

The goal of this report is to fully comprehend how BJIT Limited functions and performs as expected, so that I can analyze and identify the organization's imperfections. Knowing the organization inside and out would allow one to identify whether any data sets could be obtained to help enhance the company's activities and ensure efficiency.

#### **Methodology**

For this report, I had to gather and evaluate both qualitative and quantitative data in order to prepare it and gain knowledge regarding the company I worked for. This data was compiled from primary and secondary sources. My line manager at the company played a critical role in gaining access to such resources. I conducted interview sessions with my coworkers who work in various departments to understand how they work. In addition, to learn about management and accounting practices, I had to read through BJIT Limited's hiring practices, financial reporting, etc. Furthermore, BJIT Limited's annual report was thoroughly examined in order to comprehend the organization's current financial health.

#### **Scope**

This report contains information about BJIT Limited and its current operations, accounting and finance, information technology, marketing, and management practices. By reading this report everyone will gain an in-depth understanding of how BJIT Limited's operations are currently managed, as well as their contribution to the organization's financial health.

#### **Limitation**

The only issue I encountered while preparing this report was a restriction on data sharing. In my efforts to gain more about BJIT Limited and its operations, I came across a number



of datasets that were not open to the public. However, with the support and advice of my coworkers, I was able to find alternative approaches, which greatly aided in the preparatory work and accomplishment of this report.

## **Significance**

The most important outcome of this report was that it gave me a realistic understanding of how BJIT Limited's various departments collaborate to achieve the company's set goals. This helped me understand the internal and external factors. Furthermore, the study assisted me in understanding how service industry operations differ significantly from those of the industrial sector, while also allowing me to discover new skills and broaden my skill set.

## **2.2 Overview of the Company**

### **2.2.1 Background**

BJIT is a global software development and information technology services firm founded by Japanese and Bangladeshi entities. We assist enterprise, SME, and start-up clients in developing, optimizing, and scaling their internal technology platform as well as their software products. We have been serving worldwide corporate clients for over two decades and are CMMI Level 3 and ISO 9001 certified. Dhaka, Bangladesh, is the location of our primary development center.

BJIT was founded in 2001 by JM Akbar, a Bangladeshi citizen. Akbar began his career by placing top Bangladeshi engineering graduates in the IT departments of major Japanese corporations. Over the last two decades, the industry has grown to become Bangladesh's largest IT services company, with over 650 engineers and offices in six global locations, as well as a client list that includes prominent Japanese and European companies. Kunitake Ando (currently the Honorary Chairman of BJIT) and other former executives from IBM Japan, Sony, and other high-tech companies around the world have helped Akbar on his entrepreneurial journey. Michael Korver, a bilingual American

businessman (formerly based in Tokyo) who is currently involved in the company as an advisor, is one of Akbar's co-founders.



Figure 1 Logo of BJIT Group

## 2.2.2 Mission and Values

### Mision

Leverage the talent and resources of Bangladesh to provide quality IT solutions to global customers.

### Values

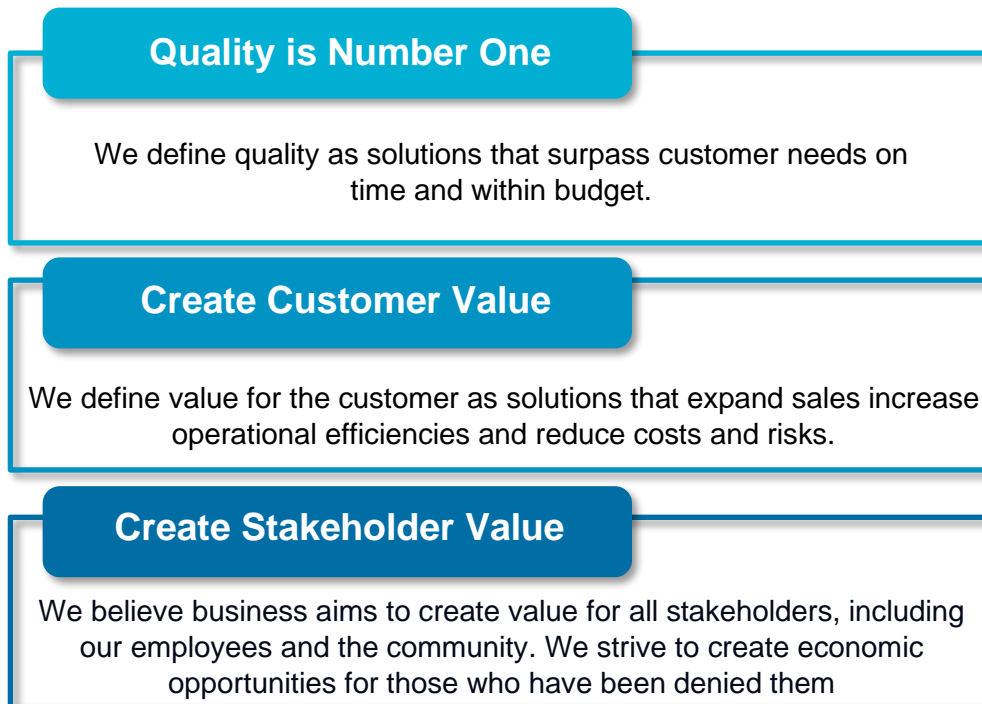


Figure 2 Values of BJIT Group

### 2.2.3 Organizational Structure

BJIT is a global software development and information technology services firm founded by Japanese and Bangladeshi entities. They help enterprise, small and medium-sized businesses, and startups develop, optimize, and scale their internal business software.

BJIT has 12 business units in total: Human Resource Management, Admin, Finance, Engineering Division, Legal, IT Department, Digital Marketing, Sales, Research and development, BJIT Academy, Software Quality Assurance and CEO Office.

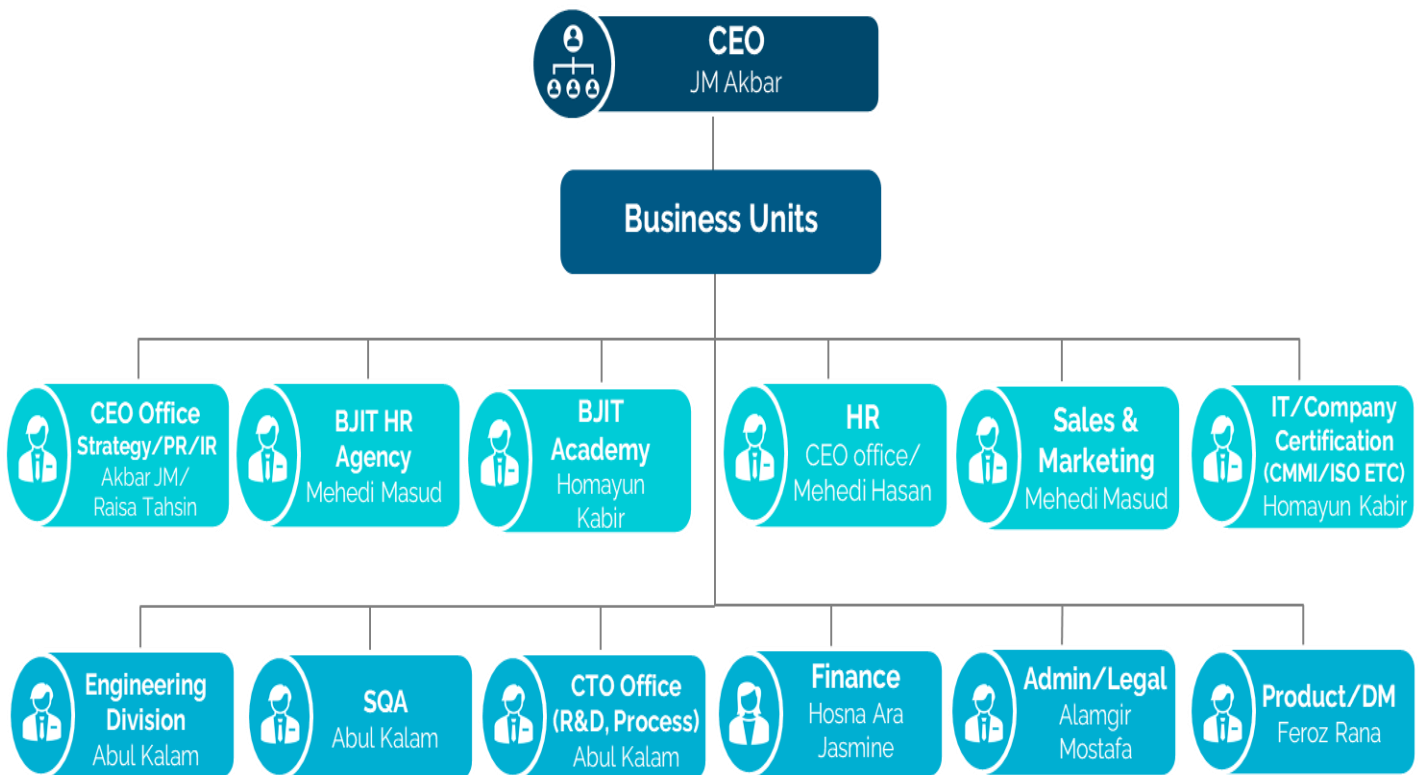


Figure 3 Business Unites of BJIT Group

## Services

1. **Dedicated Offshore Development Teams:** A dedicated development team is ideal for companies that don't have the time to hire developers but need to ramp up their resources quickly. BJIT Group's service model provides you with a high level of flexibility, at a low cost, and in a short period of time.
2. **Custom Software Design and Development:** In today's hyper-competitive market, customers will not tolerate slow performance or bug-infested apps. Customers can ensure their software is error-free by collaborating with BJIT's QA professionals. They have over 20 years of experience and have consistently met and exceeded Japanese enterprise customers' extremely high standards.
3. **QA and Test Automation:** In today's hyper-competitive market, customers won't stand for sluggish performance or apps with bugs. Professionals at BJIT ensure your software is Problem free.
4. **AMS:** BJIT offers comprehensive application support and maintenance services to address any of your concerns. Their goal is to ensure your applications are performing and run without failure.
5. **DevOps:** They assist businesses in instilling the DevOps philosophy by transforming processes, implementing new tools, and, most interestingly, choosing to focus on employees to help build a cooperative and outcome-focused organization.
6. **Embedded Solutions:** VLSI & CAD: We offer a wide range of embedded solutions, which include VLSI & CAD. BJIT develops, produces, and delivers integrated systems that meet our clients' exact needs and requirements.

## 2.3 Management Practices

### 2.3.1 Decision Making

As a global organization, BJIT Limited's highest policy-making bodies are the CEO and the Board of Directors. These top managers are in charge of establishing and sustaining the organization's quality standards. The top management of BJIT Limited makes policies and decisions through various meetings. They confer and develop policies that are best suited to the organization and will assist BJIT in achieving their goals and objectives.

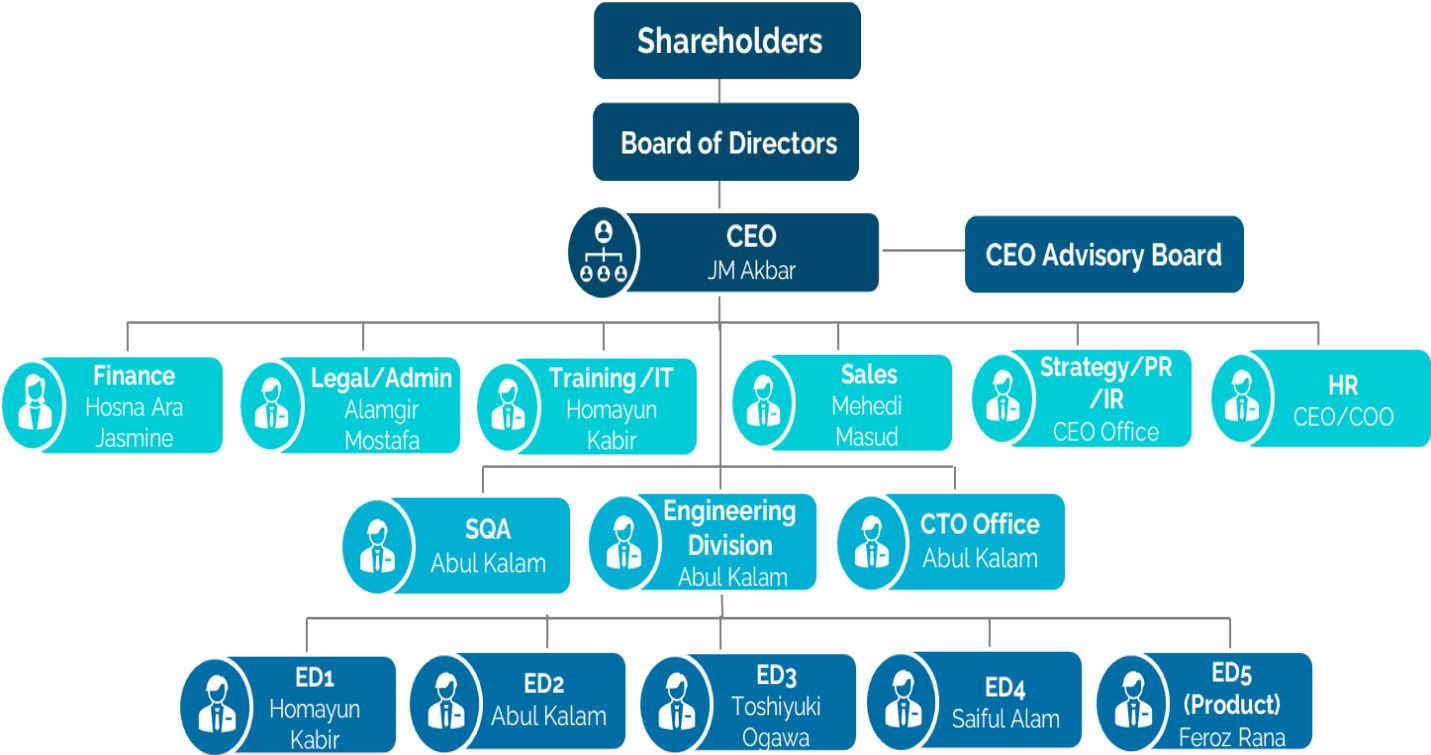


Figure 4 Organizational Structure of BJIT Limited

### 2.3.2 Employment Policy

The BJIT Limited HR Guidelines outline the recruiting processes and policies. This policy's objective is to establish BJIT Limited's talent acquisition process and to ensure

that the hiring decisions are carried out in compliance with righteousness, impartiality, and equality. The company has a policy in place that disallows gender discrimination for all of its employees. Furthermore, BJIT Limited wants to retain current and future employees based on their individual performance, irrespective of age, sexual identity, social position, ethnicity, way of life, color, impairment, religion, or other socioeconomic levels. This enables the management team to ensure that the company provides equal employment opportunities. Anyone below the age of 18 is not considered for employment by BJIT Group, whether contractual or permanent.

### **2.3.3 Recruitment Process**

The recruiting process's primary goal is to find, pick, and employ people who are a perfect match for the anticipated future needs. Furthermore, the recruiting process at BJIT Limited is inextricably linked to the company's corporate strategy. This encourages qualified candidates to apply for open vacancies while also enabling the company's pool of competencies and understanding to increase substantially. Furthermore, based on a dynamic recruiting process, BJIT Limited hires the best candidate for the job. As a result, employees are hired via newspaper advertisements, executive search, college and university campaigns, and a wide range of job portals. A structured and professional hiring process is used to find the best employees.

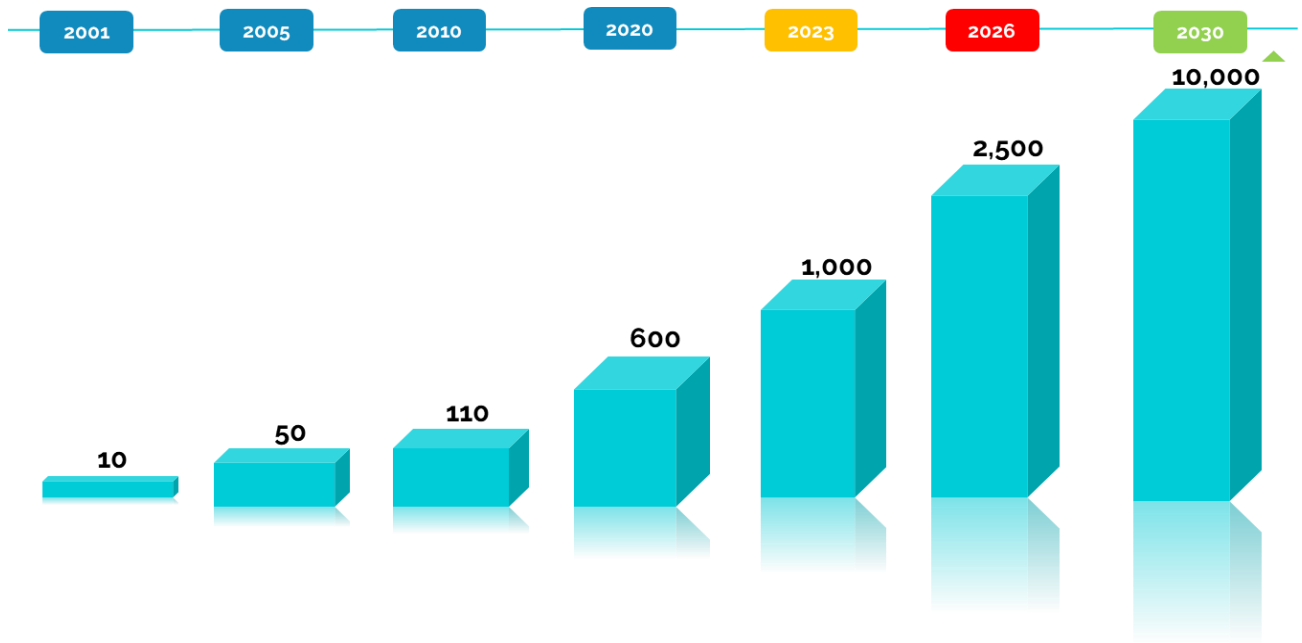


Figure 5 BJIT Growth Record & Plan

### 2.3.4 The Training and Development Initiatives

After the selected candidate accepts the job offer, they officially become employees of the company. The new employees are then introduced to the organization through an orientation program, during which they are introduced to all of BJIT Limited's business units. They are then assigned to the BJIT Academy for training based on their level of experience. The newly hired engineers are subjected to a three-month training program from BJIT on the platform for which they were hired.

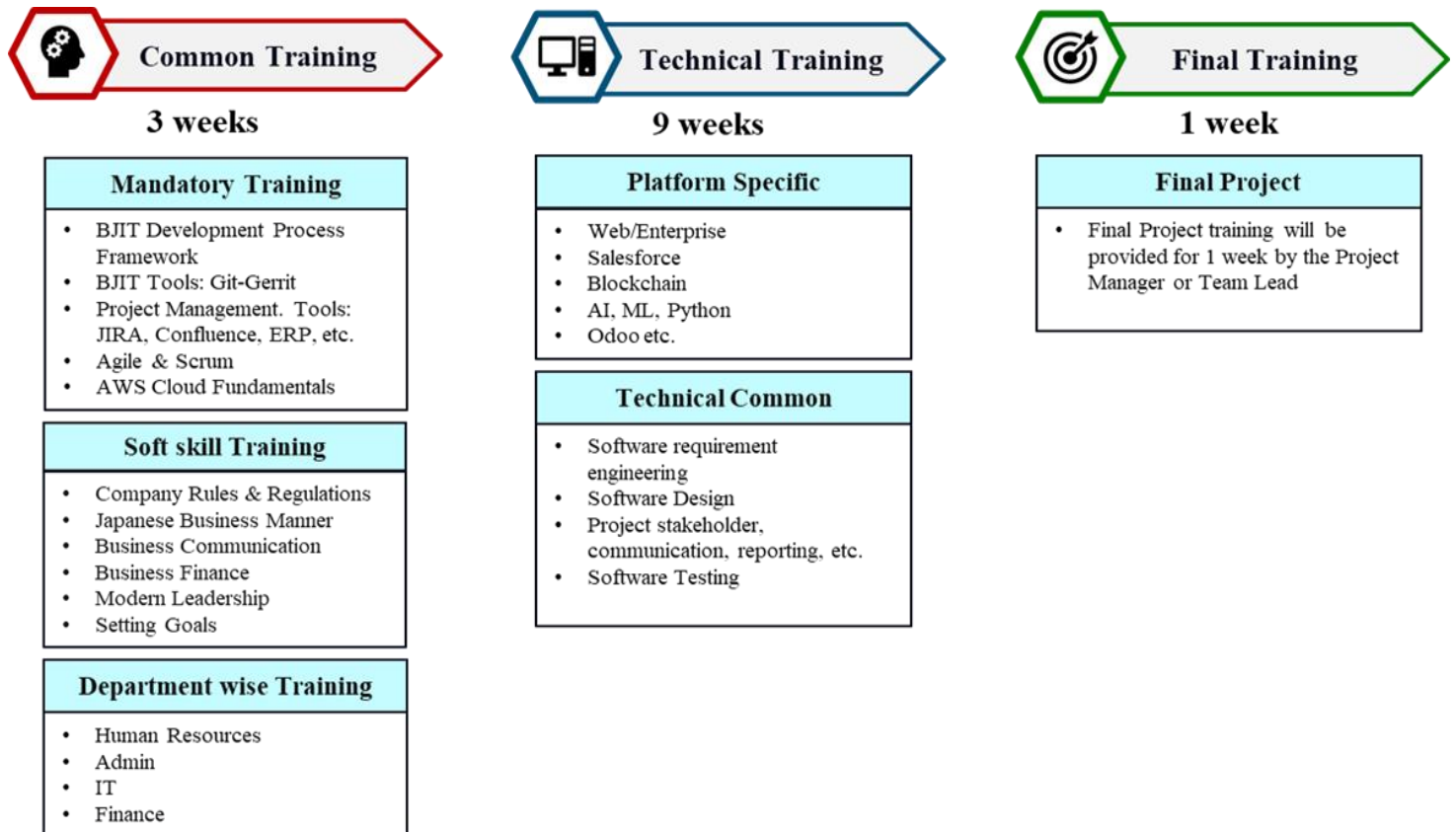


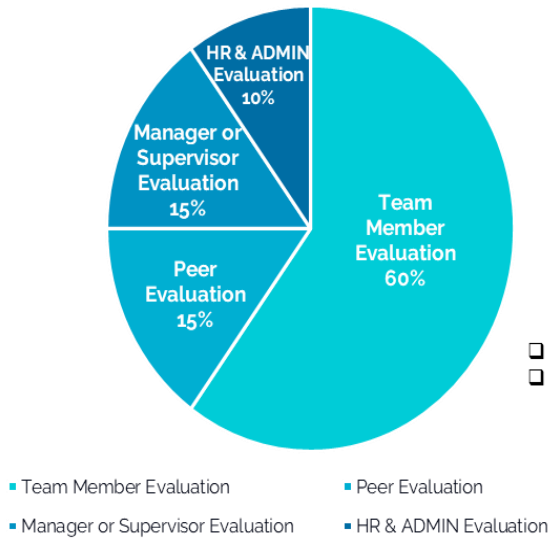
Figure 6 BJIT Academy Training Roadmap

### 2.3.5 Performance Appraisal System

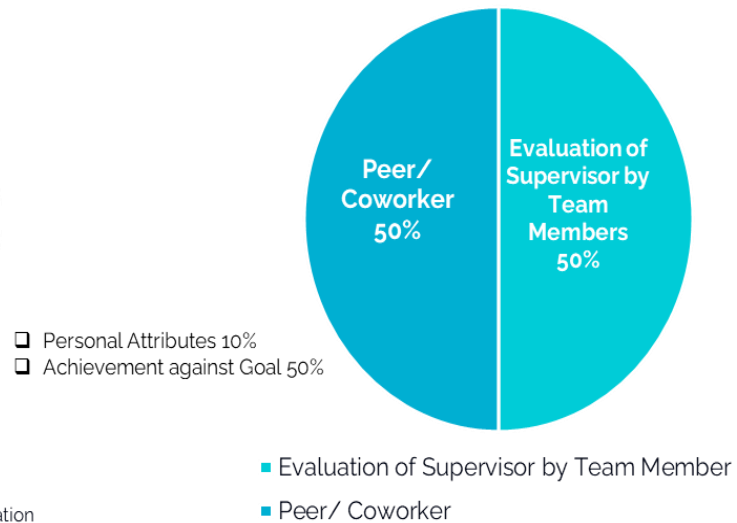
BJIT Limited employs a 360 degree performance evaluation system, which is a method of workplace performance evaluation in which junior and fellow employees, as well as top management, all confidentially rate an employee. The data collected from these evaluations is then implemented into that individual's performance evaluation, and also the salary review is based on that evaluation.



## 360 Evaluation Modules



## Multi Source Assessment



**Note:** If a team member's evaluation of a supervisor is unavailable, the evaluation of a peer or coworker will be counted as 30%.

Figure 7 360 Degree Evaluation Criteria

### 2.3.6 Pay Scale

The amount an employee is paid is determined by a standard salary scale. Every job has a distinct job description that determines the pay scale. The salary range is determined by the job ranks and experience of the employees. The basic wage rate of BJIT Limited employees, starts from BDT 10,000.

Rank	Designation		Required total experience (years)	Required minimum experience for each Rank (years)
	Engineering division	General Division		
10	VP ( CTO, CIO, CAO etc. )	VP (COO, CFO, CMO etc.)	15 ~ 20	3
9	Sr. GM, Chief Consultant or Business Analyst or Architect	Sr. GM	12 ~ 17	3
8	GM, Senior Consultant or Business Analyst or Architect	GM	10 ~ 15	3
7	Sr. MGR, Lead Consultant or Business Analyst or Architect	Sr. MGR	9 ~ 12	3
6	MGR, Consultant or Business Analyst or Architect, Principal Engineer	MGR	7 ~ 10	3
5	Sr. Engineer, Team Leader, Tech-lead	Senior officer	4 ~ 8	3
4	Engineer	Officer	0 ~ 5	3
3	Engineer (Providential period)	Admin Staff	0	0
2	Trainee Engineer	Trainee	0	0
1	N/A	Assistant	0	0

Table 1 BJIT Job Rank & Required Experience

## 2.4 Marketing Practices

BJIT Limited has expanded to be amongst the best information technology firms in Bangladesh. It does, of course, have its own share of benefits. Every few months, at least hundreds of candidates are interviewed to be a part of this global organization. The numbers are expected to rise even more with the upcoming new hires. Furthermore, the concept of establishing a number one IT company in Bangladesh is still relatively new. As a result, the organization hopes to attract not only more national but also international talent.

### **2.4.1 Seven Ps of Service Marketing**

The aspect of "marketing mix" is being used to emphasize BJIT Limited's promotional techniques in this section of the report. Seven factors, or the seven "P's," are examined here that the organization can control in order to persuade or attract its potential customers.

#### **Product**

An offshore IT solutions firm known for providing high-quality services at reasonable prices. Our delivery of services teams has continuously met the needs of Japanese business clients, who have provided us with positive feedback. Services include Dedicated Offshore Development Teams, Custom Software Design and Development, QA and Test Automation, AMS, DevOps, and Embedded Solutions.

#### **Price**

The service rate that BJIT charges its clients is the price factor of the marketing mix. A large number of international clients are drawn to the high-quality services and low prices.

#### **Place**

Global Offices: 'Clients are their priority.' At BJIT, they focus and give tremendous efforts to serve their clients as per their expectations and strive to do beyond their aspirations. To ensure the best service, they have seven offices worldwide consisting of sales representatives and engineers. They unite both their shared knowledge and experience to provide their clients with the best service they can ever desire for.

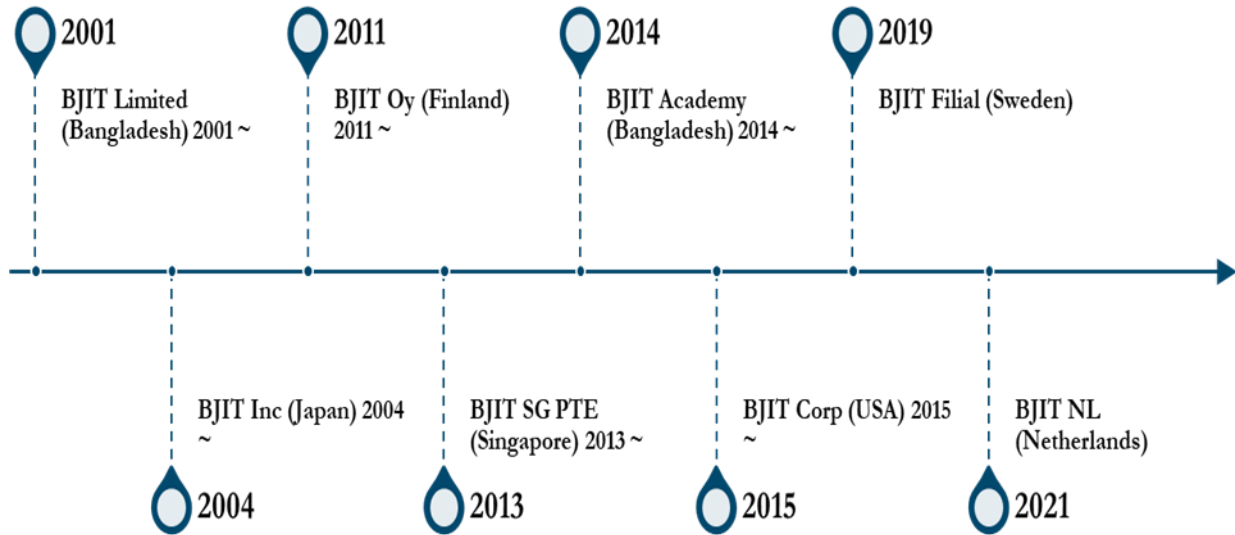


Figure 8 Journey of BJIT Group

## Promotion

Promotion encompasses all of the techniques used by an organization to reach out to their target audience. BJIT Limited has published job circulars in reputable national daily newspapers over the years to inform potential candidates about employment opportunities. BJIT Limited has recently begun promoting its job openings on its official Facebook and LinkedIn pages, reaching out to potential candidates digitally. Furthermore, BJIT Limited has recently increased its emphasis on outreach campaigns and activities.

## People

The people aspect of the marketing mix includes all of the personnel who work for BJIT Limited, as well as their clients. These individuals may include both technical and non-technical personnel, as well as support personnel. The reputation of the company's workers is crucial in the selection process of a potential employee. BJIT has recently opened offices in a number of countries, establishing its brand value and propelling the company forward. These do, in fact, have a significant impact on how potential future employees perceive the quality of services and benefits provided by the company.

## Process

This process covers the organization's administrative and organizational duties, which include having to manage queries for recruitment, regular employee feedback, and managing and storing all employee information. Organizations can achieve a smooth operating process by ensuring that these operations are executed successfully. As a part of its new vision, BJIT Group is focusing on becoming a client-centric organization. This means that the needs and experiences of the clients will be given preference in the decision-making phase. Customer satisfaction reviews spread as clients' experiences improve. BJIT Limited will be able to attract both domestic and international qualified applicants as a result of this.

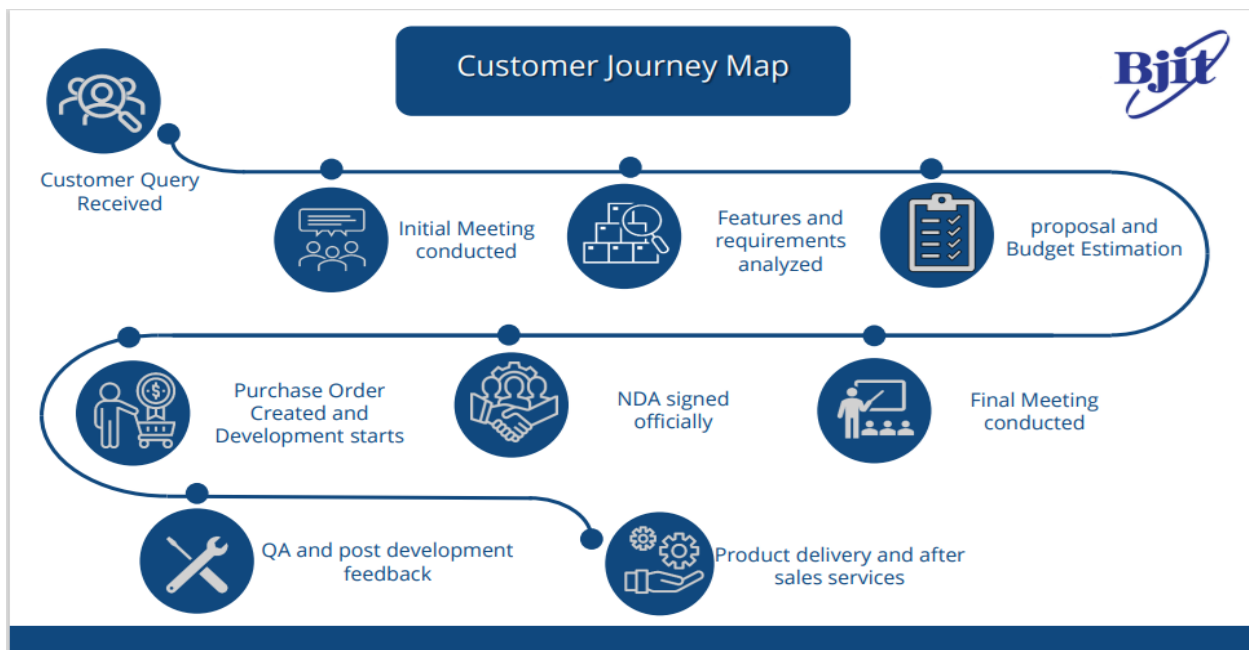


Figure 9 BJIT Sales & Follow-up Journey

## Physical Evidence

Physical evidence is provided by the tangible components of the service offering. An organization's target audiences evaluate a wide range of concrete factors, from employee benefits to the appearance of office buildings and workplace facilities. With BJIT Limited's

various new offices under construction and the expansion of global branches, the organization has undeniably experienced significant growth in terms of its physical office space. It will undoubtedly influence their target customer's choices.

## 2.5 Financial Performance and Accounting Practices

The financial standing of an organization reflects its operational and long-term viability. A precise financial statement analysis can also help the organization's top management to identify the fundamental areas where it needs to concentrate in order to accomplish operational productivity and maximize profits in order to become long-term sustainable. BJIT Limited is no exception. The dedicated Finance and Accounts Department at BJIT Limited is crucial in optimizing resources and helping top management in decision-making. Mrs. Hosna Ara Jasmine, who is currently serving as the Head of Finance at BJIT Limited, currently oversees the department.

Year	Sales ( BDT )	%	Employee	Average growth
2011~2012	74,201,538	158%	100	130%
2012~2013	100,099,805	135%	130	
2013~2014	109,082,974	109%	140	
2014~2015	126,210,722	116%	160	
2015~2016	166,683,676	132%	180	
2016~2017	215,159,894	129%	230	
2017~2018	280,663,115	130%	290	
2018~2019	486,407,803	173%	430	
2019~2020	523,866,116	108%	500	
2020~2021	596,049,895	114%	510	
2021~2022	894,074,843	150%	714	150%
2022~2023	1,341,112,264	150%	1,000	
2023~2024	2,011,668,396	150%	1,399	
2024~2025	3,017,502,593	150%	1,959	
2025~2026	4,526,253,890	150%	2,743	
2026~2027	6,789,380,835	150%	3,840	
2027~2028	10,184,071,253	150%	5,376	
2028~2029	15,276,106,879	150%	7,527	
2029~2030	22,914,160,319	150%	10,537	
2030~2031	34,371,240,478	150%	14,752	

Table 2 BJIT Sales & Average Growth Record

The fiscal year at BJIT Limited usually starts on July 1 and comes to an end on June 30.

Other information about the company's financial ratios, annual statements, and accounting practices are confidential and cannot be shared to the public.

## **2.6 Operations Management and Information System Practices**

### **2.6.1 Operations Management**

BJIT Limited has spent the last several years concentrating on guaranteeing that its quality standards are maintained. The operations of the company can be divided into two categories: technical and administrative operations.

The Engineering Division is in charge of the following activities during technical operations:

- Forecasting the demand for engineers.
- Ensuring the seamless organization of an engineer training program.
- Engineers are assigned projects.
- Increase quality and productivity of deliverables that match with global standard quality and productivity
- Ensure the timely completion of global projects
- Plan and execute training and OJT to build up required skills of the division
- Plan for continues skill improvement of team member and termination plan of bad performer based on company rules
- Set goal and KPI of sub-coordinators for performance evaluation based on company evaluation process & rule

The Administrative operations, however, are conducted by BJIT Limited's Admin team, which is in charge of the activities mentioned below:

- Office management
- Monitoring the admin staff task
- Staff accommodation arrangement
- Physical Security & Training
- Office Rules implementation
- Arranging business card
- Introduction and Orientation training on office general rules
- Building/Office security, Protection, Company Deal or Event arrangement

### **2.6.2 Information System Practices**

As among the country's leading IT firms, BJIT Limited adapts to technological changes in order to meet the demands of the world today. The committed IT department of the company is in charge of monitoring whether the technical details are sound. BJIT Limited currently uses ERP and Google Drive to preserve the records of thousands of employees for smooth business operations.

(ERP) - Enterprise resource planning is a business tool that aids in the management and integration of essential aspects of a company's operations. ERP software packages are attractive to companies because they assist them in implementing resource efficiency by integrating all of their operational processes onto a common platform. An ERP system can merge designing, stock acquiring, sales and purchases, brand, financial, and talent management, along with other functions, into a single platform.



AAWERSAF Screen Capture Pro

Dashboard Department Chart Employees Technical Skill Review

Rifah Nanjiba

Employees

Search...

Filters Group By Favorites

1-80 / 727

















 <p><b>Alamgir Mostafa</b> Senior General Manager CEO / Admin-HR-Sales / Admin ✉ alamgir.mostafa@bjitgroup.com ☎ 01712867642</p> <p>FOLLOW</p>	 <p><b>Kojiro Katagiri</b> Manager CEO / Sales ✉ kojiro.katagiri@bjitgroup.com</p> <p>FOLLOW</p>	 <p><b>Rahima Khanam</b> General Manager CEO / Finance Dhaka ✉ rahima.khanam@bjitgroup.com ☎ 01710177135</p> <p>FOLLOW</p>	 <p><b>Ahsan Mostafa</b> CAO BJIT Inc SD / BJIT Inc SD-1 ✉ ahsan.mostafa@bjitgroup.com</p> <p>FOLLOW</p>
 <p><b>Abdul Khaleque Rana</b> Executive CEO / Finance ✉ abdul.khalek@bjitgroup.com ☎ 01888680081</p> <p>FOLLOW</p>	 <p><b>Mehedi Masud</b> COO CEO / Admin-HR-Sales Baridhara, BJIT B1 ✉ mehedi.masud@bjitgroup.com ☎ 9889820 ☎ 01914212373</p> <p>FOLLOW</p>	 <p><b>Nobuhiro Hayashi</b> Chairman CEO / Administrator ✉ hayashi@bjitgroup.com</p> <p>FOLLOW</p>	 <p><b>Salim Jahangir</b> Manager CEO / Finance ✉ salim.jahangir@bjitgroup.com ☎ 01714747474</p> <p>FOLLOW</p>
 <p><b>Nazmul Alam</b> CTO CEO / Administrator ✉ nazmul.alam@bjitgroup.com</p> <p>FOLLOW</p>	 <p><b>Yasuhiro Akashi</b> Manager CEO ✉ yasuhiro.akashi@bjitgroup.com</p> <p>FOLLOW</p>	 <p><b>Khadija Khan Sayfa</b> CEO / BJIT Academy / Training ✉ khadija.khan@bjitgroup.com ☎ 01677218912</p> <p>FOLLOW</p>	 <p><b>Masaki Horikawa</b> CEO ✉ masaki.horikawa@bjitgroup.com</p> <p>FOLLOW</p>
 <p><b>Toshinori Nakamura</b> CEO / Sales ✉ toshinori.nakamura@bjitgroup.com</p> <p>FOLLOW</p>	 <p><b>Aftab Ahmed Mostafa</b> BJIT Inc SD / BJIT Inc SD-2 ✉ aftab.ahmed@bjitgroup.com ☎ 0364538740</p> <p>FOLLOW</p>	 <p><b>Hosna Ara Jasmine</b> Board of Director &amp; Vice President, Head of Finance CEO / Finance ✉ hosna.ara.jasmine@bjitgroup.com ☎ 01715623112</p> <p>FOLLOW</p>	 <p><b>Kazumasa Sato</b> CEO / Administrator ✉ kazumasa.sato@bjitgroup.com</p> <p>FOLLOW</p>

Figure 10 ERP Module used by BJIT Limited

BJIT Limited employees are requested to update all their authentic information regarding personal, academic, and professional records in their ERP database. Once an employee joins BJIT, their H.R. team creates an account for their convenience to put all the necessary information. This online record aids in keeping track of all the history of an employee and even helps in finding useful contact information.

## 2.7 Industry and Competitive Analysis

BJIT Limited is involved in a variety of businesses. As a result, conducting a competitive analysis is critical for the company.

In this section, I discussed the industry structure and identified potential opportunities and threats using a SWOT analysis. I also conducted a Porter Five Forces analysis to determine the industry's sustainability and profitability.

### 2.7.1 Porter's Five Forces Analysis

**Threat of new entrants:** As the company is divided into technical and service sectors, the analysis may differ from one to the other. But since BJIT Limited only serves global clients, the threat of new entrants in the technical and service sectors is very high. This is due to Bangladesh's rapid development and adaptation to new technologies. The country is seeing an emergence of new investments and businesses.

**Threat of substitutes:** Because there are very few large IT companies in Bangladesh that only serve global clients, the threat of substitutes is low for the company. Considering BJIT Limited's target market and reputation in the IT industry, the threat of substitution is moderately low.

**Bargaining Power of buyers:** Buyers' bargaining power is also low for BJIT Limited. Rates are fixed for all clients, and because the company negotiates directly with other business ventures, buyers do not have much to bargain.

**Bargaining Power of the Suppliers:** The bargaining power of the suppliers are also low. The suppliers sell the services at a set price, and the transaction is done on a contract

basis. As a result, the government handles the majority of the negotiations at a fixed rate. Therefore, we can conclude that the company's suppliers have very little bargaining power.

**Rivalry among the existing competitors:** BJIT Limited faces fierce competition from its rivals. Similar IT companies, such as TigerIT Bangladesh LTD. and Datasoft Systems BD Ltd., are already doing well in the IT industry.

## 2.7.2 SWOT Analysis

A SWOT Analysis of BJIT Limited was performed to evaluate its strong points, prospects, weak points, and risks. The outcomes have been outlined below:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Strong employee attitudes</li> <li>▪ Outstanding customer service.</li> <li>▪ A reasonably large market share</li> <li>▪ Relationships with customers are built on a personal level</li> <li>▪ Product innovation leadership</li> <li>▪ Manufacturing is remarkably efficient and cost-effective.</li> <li>▪ Exceptional moral ethics</li> </ul>	<ul style="list-style-type: none"> <li>▪ For product/market development, defining the customer is insufficient.</li> <li>▪ Service policies that are difficult to understand</li> <li>▪ There are far too many levels of reporting in the organizational structure.</li> <li>▪ The lack of active participation of senior management in the development of the new service</li> <li>▪ A lack of quantifiable objectives</li> </ul>
<ul style="list-style-type: none"> <li>▪ Consumer priorities shifts that contribute to making their product/service more desirable</li> <li>▪ A new geographic transition in the target market creates more opportunities.</li> <li>▪ The organization could target a market segment that has been overlooked by the industry.</li> <li>▪ Developing a high-end service or product</li> <li>▪ Taking an existing product and introducing it to a new market</li> </ul>	<ul style="list-style-type: none"> <li>▪ The competitor has introduced a new cutting-edge IT service.</li> <li>▪ Competitors have better access to suppliers and distribution channels.</li> <li>▪ A new, advanced software is now available on the market.</li> </ul>
Opportunities	Threats

Table 3 SWOT Analysis

## **2.8 Summary and Conclusions**

To be precise, BJIT Limited began its operations in Bangladesh over two decades ago and is one of the country's largest IT organizations. With a massive global business, the company is advancing at a rapid pace. The firm is currently working with clients such as Sony, Google, Panasonic, Fuji Soft, and others. BJIT Limited is making a name for itself with its well-known products and is currently trusted by a wide range of businesses. The new corporate headquarters are ensuring the company's expansion. Operational excellence also ensures the financial stability of the company, which attracts a large number of investors and shareholders.

BJIT Limited offers an excellent working environment to its employees. The workplace is where we spend the majority of our time, other than with our families, and a friendly workplace is important to the employee, which BJIT Limited ensures. When BJIT Limited witnessed COVID-19, it did not halt its operations. While the other companies were suffering losses, BJIT Limited made certain that they were adapting to the situation and bringing it under control. BJIT Limited, in my opinion, has a brighter future and tremendous growth potential.

## **2.9 Recommendations**

Working as an intern in the Office of the CEO at BJIT Limited allowed me to actively collaborate with the organization's top management and contribute to the successful organization of events. The variety of tasks and projects that I was designated helped me to understand more about the entire organization and gain qualities that will make me through most of my career.

However, after interning for a few months, I came to the realization that there is a great deal of room to examine while using data to influence and improve how BJIT Limited is currently functioning. As a result, I would advise BJIT Limited to save and utilize employee data to improve operations.

Finally, I believe BJIT Limited seems to have the prospects and manpower to become one of the most exquisite IT companies in Asia. And that their adaptability has the potential to significantly transform Bangladesh's IT industry.

## **Chapter 3: Project Part: Implementation of Pre-Employment Aptitude Test in BJIT Limited**

### **3.1 Introduction**

#### **3.1.1 Background**

Every organization does have its own hiring procedure. An efficient and reliable hiring process is a pre-planned series of steps for hiring a new employee. Through this, an organization identifies its competency gaps, hires from its talent pool, and ultimately employs the right personnel. Often these companies have their own hiring procedures that are unique to them.

Many of the best places to work have rigorous application procedures. Many aspects of a candidate applying for a job at a company can be predicted using pre-employment aptitude testing. Pre- Employment Aptitude tests has advantages for companies that receive a large number of applicants each year (well over 2000 for some).

Aptitude tests affect job performance by assessing how rapidly employees can acquire the skills and knowledge, continue improving in a role over time, and resolve issues in unfamiliar situations. As a result, in order to accurately predict long-term job progress, aptitude tests outperform several other eligibility criteria.

The incorporation of aptitude testing into the recruiting process helps to improve the quality of new recruits while decreasing employee turnover rate. This is due to the fact that they are designed to ensure that the best candidate for the position is discovered. Aptitude assessments not only assist businesses in raising the quality of job candidates and lowering turnover rates, but they also mitigate the list of candidates of potential candidates from 2000 to 20. (or whatever the numbers may be). Aptitude tests are also a good predictor of an employee's future performance.

The purpose of the study is to provide an understanding of the key role of a pre-employment aptitude test in the recruitment process and how it can be used to make

better hiring decisions. Furthermore, it will evaluate how BJIT Limited can enhance their recruitment decisions while cutting the cost associated with employee turnover by continuing to increase their satisfaction level.

### **3.1.2 Objectives**

#### Broad Objectives

This report attempts to depict the advantages and implementation of pre-employment aptitude tests at BJIT Limited. The broad objective of this analysis is to determine whether or not the implementation will benefit the company policy and the steps involved in incorporating this into the hiring process.

#### Specific Objectives

1. To learn about the general advantages of a pre-employment aptitude test.
2. Analyze the current hiring process at the company.
3. To assess the value of the aptitude test for BJIT Limited.
4. To determine the steps required to incorporate this into the BJIT Limited hiring process.
5. To implement the pre-employment aptitude test in BJIT Limited.

### **3.1.3 Significance**

BJIT Limited, as a multinational corporation, hires a large number of people each month. This is due to the fact that the majority of employees want to work in a global company with a multicultural environment. The culturally diverse work environment provides employees with new perspectives and improves their language skills. This type of environment also provides excellent preparation for an international career.

Aptitude assessment is a valuable addition to the recruiting process because it is hard to determine a candidate's personality characteristics effectively through CV's and

interviews alone. It is also beneficial all throughout their entire employment period. It not only gives additional information about a candidate's abilities prior to recruitment, but it also helps with teamwork, development of employees, and future workforce planning.

The findings of this study will have a significant impact because they will propose how the effective use of pre-employment aptitude tests in BJIT Limited will be resourceful for the large number of hires. Aside from that, this research has provided me with the opportunity to investigate and fully comprehend the various strategies for using aptitude tests to optimize an organization's hiring process.

### **3.2 Methodology**

The study's data was compiled from two sources, i.e., primary source material and secondary research. This necessitates the examination of both qualitative and quantifiable information obtained from interviews of coworkers and company documents, along with many other journal articles regarding aptitude tests.

The initial data were obtained from various annual reports published by the BJIT Group over the last few years. Furthermore, I distributed a questionnaire to the various department members of BJIT Limited in order to collect primary data. A large amount of primary data was also gathered by observing daily workplace activities and attending various work events.

Secondary research was conducted primarily through an extensive review of research papers published by various authors on the use of aptitude tests in the hiring process of the IT industry, which aided in gaining a better understanding of how it should be implemented and how it will benefit BJIT Limited specifically. In addition, I conducted research through various online sources that were similar to and related to my topic.



## 3.3 Findings and Analysis

### 3.3.1 Hiring process of BJIT Limited

1. **Identifying the Hiring Needs:** The recruiting process begins after defining open job positions within BJIT Limited. It starts with a review of the job requirements, which should include the wisdom, skill sets, and experience needed for the position.
2. **Recruiter JD Screen:** Collect existing job descriptions from relevant departments or search BD Jobs for the necessary templates. Preparing a detailed job description (JD) will allow you to understand what qualifications your job applicants should have in order to fulfill the requirements of the role. Before they are posted, the department heads finalize the JD.
3. **Hiring Team Phone Screen:** The most crucial components of recruiting are identifying and attracting potential talent, as well as inspiring them to apply. The job opening is shared both within the organization and externally on BD Jobs, LinkedIn, our official Facebook page, numerous Facebook groups, and agencies.
4. **Initial Background Check & Project Exercise:** The CVs that have been collected are screened based on minimum qualifications, by the respective business units of BJIT. After that, the candidates are assessed for their English skills, expected compensation, and reasons for quitting their current job. In other words, HR conducts a background check on the prospects. Then, short - listing applicants who have both of the preferred qualifications and the minimum qualifications and distribute the list to the appropriate department. The HR team should also check to see if the candidates have a published CGPA, & if they have all the academic credentials required for the position. The shortlisted candidates' CVs are saved in the ERP system for future reference. The selected applicants

from the shortlist are hired as full-time employees, while the rest of the CVs are stored in the ERP as buffer CVs for future recruiting.

5. **On-Site Interview:** Short-listed candidates will then go through the CEO Office final interview session before receiving an official offer or disapproval letter. Based on the specific recruitment needs, each applicant may be subjected to multiple interview sessions. Engineers must go through a three-step recruitment process. Starting with a technical test to assess their software knowledge, followed by a general interview to assess their basic communication skills and negotiate their salary with the departments they applied for. Lastly, the final interview is conducted by the CEO's office, where the CEO handpicks the best possible candidates for the job.
6. **Background & Reference Check:** A final verification assists employers in verifying a candidate's claim regarding employment record, address validation, education identification, criminal history, gap confirmation, and reference check. Reference or background check refers to a recruitment and selection process method used by recruiters to get more information about the candidate by having to contact his/her former employers, schools and universities etc.
7. **Evaluation and Offer of Employment:** The onboarding process begins after receiving the evaluation sheets from the department and CEO Office and receiving approval for the qualified applicants. Where the HR department negotiates with job applicants about their compensation and makes a final decision. Candidates who are chosen and decide to work full-time for BJIT Ltd. must agree to the company's terms and conditions, sign the NDA, and submit the necessary paperwork to HR. HR sends an email to candidates who are not selected for some reason, thanking them for their time and interest in BJIT, and advising them to keep an eye on the social media pages and websites for future recruitment opportunities.

8. **Introduction and Induction of the New Employee:** When a candidate accepts a job offer, they are officially onboarded as employees of BJIT Limited. The new hires are then introduced to the entire organization through an orientation session, in which they are introduced to all of BJIT Ltd.'s business units before being assigned to the BJIT Academy for training based on their experience levels.

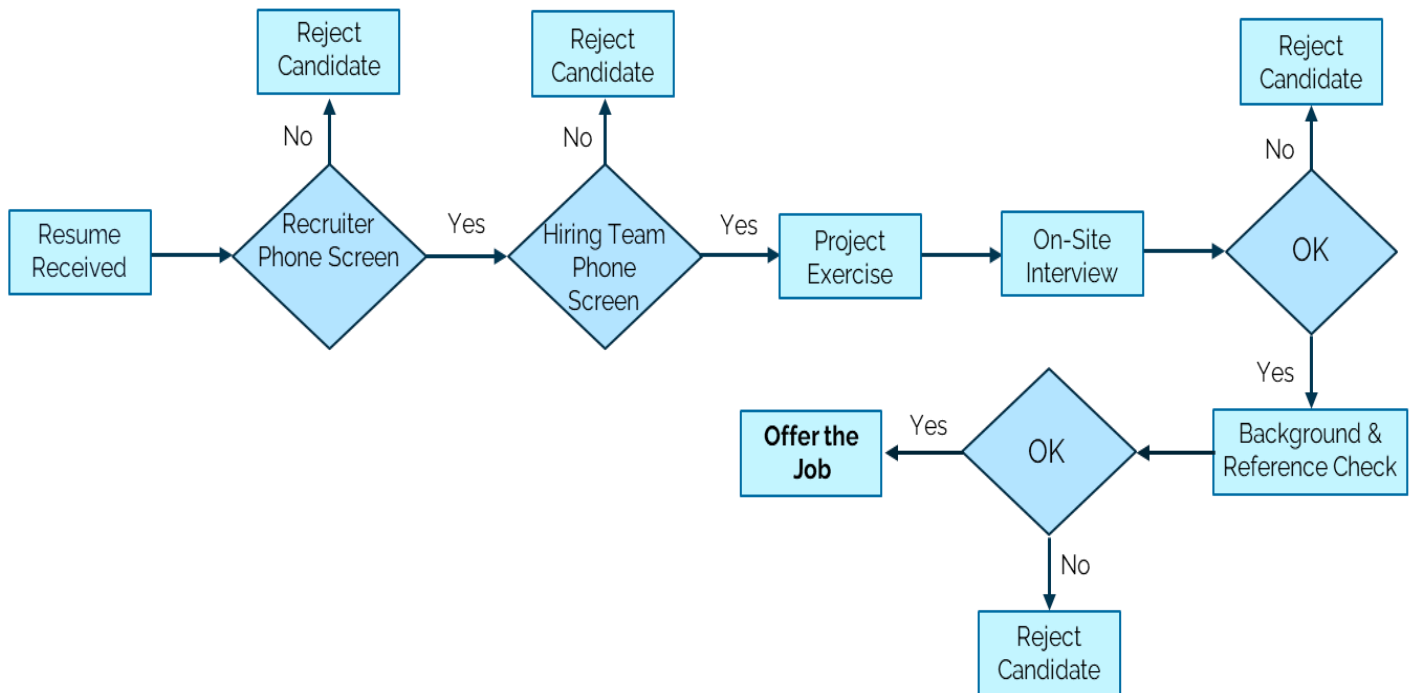


Figure 11 Recruitment Process Flow Chart of BJIT Limited

### 3.3.2 The drawback of implementing pre-employment aptitude tests in the BJIT limited hiring process

1. Due to various cultural backgrounds, the candidates may be subject to discrimination. As a result of our experiences, our attributes and achievements grow. And our experience is influenced by our background, schooling, potentials, and family environment. All this can have an effect on the results of the tests. Most assessment methods, for instance, require reading, so candidates who lack reading experience will be at a vulnerable position when performing the test. They

will be at a disadvantage if the test is provided in English and English seems to be their second or third language.

2. Prior experience influences how well an individual performs on any assigned activity. If you used to assist your mother sew while you were fairly young, you may be better equipped to handle small objects as someone who has never performed so. If you enjoy completing crossword puzzles in your spare moments, individuals will most presumably perform better on spoken assessments than somebody who is unfamiliar with functioning with words.
3. There may not be a perfect relationship among aptitude and performance: As stated previously, aptitude for a talent does not assure that a person will accomplish well in that competence. Many other factors influence performance, such as interest, inspiration, and mentoring.

### **3.3.3 The benefits of implementing pre-employment aptitude tests in the BJIT limited hiring process**

Implementing aptitude test in BJIT Limited will help the organization in the following ways.

1. They focus on providing effective, unbiased comparisons; organizations use aptitude testing to enhance the quality of recruitment and promotion. When it comes to evaluating whether an individual has the prospects to do a good job, tests are frequently far more beneficial than interviews. And, when correctly constructed, aptitude tests can fairly and accurately try comparing the potential of various applicants.
2. Reputed and reliable assessments are standardized; standardization ensures that BJIT knows the test is both credible and accurate, ensuring a fair process. Furthermore, if their hiring processes are ever tested in court, the tests may assist in demonstrating that they would provide equality of opportunity.

3. They will certainly assist BJIT to "screen in" skills and abilities for key competency aspects such as customer service skill in a retailing context. If they want their sales representatives to handle the cash register, they should be good at maths. With an aptitude test, HR can easily determine their staff's training and development needs and foresee how productive the training will be. Assessment methods can help them identify whether the training plan is suitable for the candidate or if it is too challenging.
  
4. They are simple and low-cost to deliver: Numerous of the original "pencil and paper" assessments are now computer-scored, making them an extremely efficient screening resource.

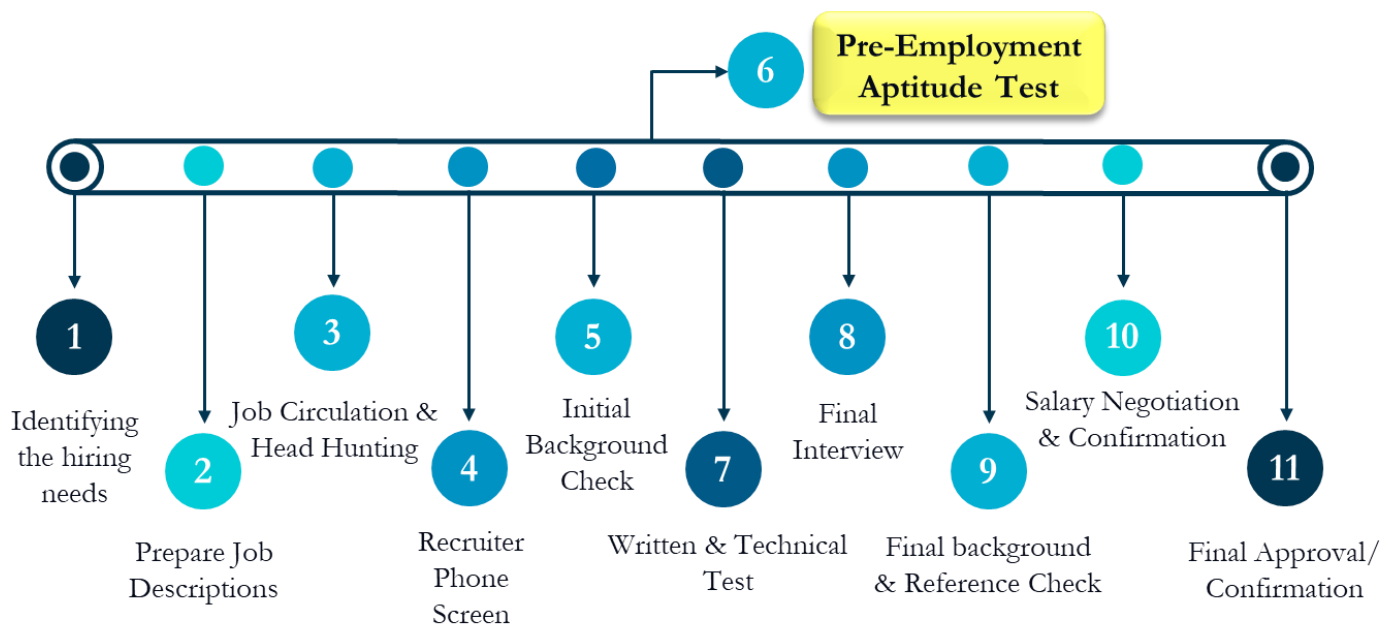


Figure 12 Implementation of Aptitude Test in the recruitment process of BJIT Ltd.

### **3.4 Summary and Conclusions**

Regardless of the fact that BJIT Limited has a fair and up-to-date hiring process, the implementation of the pre-employment aptitude test will help them gain a competitive edge in Bangladesh's IT industry. The company maintains a fantastic work culture, hires top-tier quality engineers, and has a very high employee satisfaction rate. Despite the disadvantages of incorporating an aptitude test into BJIT's recruitment process, it will assist them in evaluating candidates beyond resumes, as well as standardization and fairness, and identifying high-quality candidates by focusing on relevant mental abilities while saving time and money.

### **3.5 Recommendations/Implications**

As BJIT Limited's overall business expands, they should now prioritize improving their digital hiring processes. Because the IT industry is currently one of the most thriving, the company should focus more on digitization and building a better infrastructure for the employees who work here. The company should spend more time researching the current job market and determining how to differentiate itself in terms of employee facilities and services.

## References

- the Mind Tools Content Team By the Mind Tools Content Team, Team, the M. T. C., wrote, Y., wrote, M., & wrote, M. (n.d.). *Aptitude testing: Assessing the potential for Success*. Team Management Training from MindTools.com. Retrieved January 27, 2022, from [https://www.mindtools.com/pages/article/newTMM\\_43.htm](https://www.mindtools.com/pages/article/newTMM_43.htm)
- Hiring process steps for 2022. SmartRecruiters. (2022, January 4). Retrieved January 27, 2022, from <https://www.smartrecruiters.com/resources/glossary/hiring-process-steps/>
- Analyzing your strengths and weaknesses to achieve growth. FrogDog Marketing. (n.d.). Retrieved January 29, 2022, from <https://www.frog-dog.com/magazine/analyzing-strengths-weaknesses-achieve-growth>