

**Report on**  
**The Effectiveness of the Recruitment and Selection Process of BAT**  
**Bangladesh**

**By**

Nourin Ahmed

Id-18104177

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

BRAC Business School

BRAC University

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# Declaration

It is hereby declared that:

1. The internship report submitted is my original work, done while pursuing my Bachelor's Degree at BRAC University.
2. The report does not contain any material that is already submitted for another degree at a university or any other institution.
3. No material that has been previously published or written by a third party is included in the report unless it is accurately cited through proper referencing,
4. I/We have acknowledged all significant sources of assistance.

**Student's Full Name and Signature:**

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**Nourin Ahmed**  
**ID- 18104177**

**Supervisor's Full Name and Signature:**

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**Tanzin Khan**  
**Lecturer, BRAC Business School**  
**BRAC University**

# Letter of Transmittal

Tanzin Khan

Lecturer

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on the 'Effectiveness of Recruitment and Selection Process of BAT Bangladesh'.

Dear miss,

I'm delighted to submit the internship report that I wrote as part of my Bachelor's Degree at BRAC University while working at BAT Bangladesh.

The internship gave me a wonderful opportunity to learn about corporate life. Hopefully, you will find the report valuable and credible.

I would like to take this opportunity to thank you for your advice and support throughout the journey hoping that the report meets your expectation.

Sincerely yours,

Nourin Ahmed

Id: 18104177

BRAC Business School

BRAC University

Date: 19/09/22

## Acknowledgement

Firstly, I would like to express my sincere appreciation to my academic supervisor Tanzin Khan miss, for leading me through completion of my entire internship report. Miss has kept my progress on track and provided me valuable insights which helped me to complete the report without any difficulty.

Secondly, I'm thankful to Naomi Musleh, my on-site supervisor at BAT Bangladesh for providing me professional assistance and every sort of data I needed for my report. Moreover, I would like to thank Rahme Mustafa, Samreen Ahmed, Fairuz Anika and Adiba Arif, the whole Battle of Minds team for their constant support throughout my internship tenure. They not only helped me to adapt the company culture but also provided me valuable information for my internship report. Lastly, I would like to express my deepest gratitude to every employee at BAT Bangladesh for their unwavering support throughout my journey.

Thank you.

Sincerely,

Nourin Ahmed

Id- 18104177

## **Executive Summary**

Firstly, the report begins with information about the internship, including employment roles and responsibilities as well as student contribution to the company and benefits. The first part ends with the difficulties encountered throughout the internship with some recommendations. Secondly, it explains the organization in general, its history, different functions of the organization broadly as well as the financial stature of the company. Lastly, it includes a research project on the organization that highlights the effectiveness of the recruitment and selection process of the organization. Based on the aforesaid aim, this research studies the satisfaction of candidates with the recruitment and selection process and their satisfaction with the job. Finally, the report concludes with proposing some potential ways to minimize some problems the organization faces.

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# Chapter 1: Overview of Internship

## 1.1 Student Information

- **Name:** Nourin Ahmed
- **Id:** 18104177
- **Program:** Bachelor of Business Administration
- **Specialization:** Human Resource Management and Finance (Double Major)

## 1.2 Internship Information

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

- **Period:** 01/06/2022-31/08/2022
- **Company:** British American Tobacco Bangladesh
- **Department:** Human Resource Department
- **Address:** New DOHS Road, Mohakhali, Dhaka-1206

### 1.2.2 Internship Company Supervisor's Information

- **Name:** Naomi Musleh
- **Position:** Global Graduate, HR

### 1.2.3 Job Scope – Job Description/Duties/Responsibilities

I have joined BATB as a Human Resource intern. The HR department of BAT Bangladesh organizes their accelerator program 'Battle of Minds'. I was specifically recruited as an intern for Battle of Minds for which I was known as the 'BOM' intern. So, I used to perform two kinds of tasks-

#### 1. Battle of Minds (BOM) tasks-

- **Roadshows-** I used to generate game ideas for roadshows, make PowerPoint presentations for ice-breaking activities, push registrations from BRAC University. I also collected RSVP of 634 students in one day for their biggest roadshow 'STEM Connect' and gave support in 'STEM Connect' at ICCB.
- **Xceed Program-** Xceeds are BAT's campus ambassadors who work as bridge between their universities and BAT Bangladesh. I was assigned to guide them regarding calls and pushing registrations. I used to make Xceed Leader-Boards which used to show their positions every week.



- **Masterfile-** I was also in charge of making the Masterfile of Battle of Minds (BOM) where I used to collect and update details of more than 3000 students in one file who registered for Battle of Minds.
- **Social Media-** I was in charge of photo booth. Photo booth is a day-long photoshoot activity for Battle of Minds. I generated photoshoot ideas, managed photoshoots of BAT employees for social media posts of Battle of Minds. Moreover, I used to generate captions for videos which were posted in their social media pages.
- **Bootcamp-** In the bootcamp round at ICCB, my responsibility was to ensure all students are following the guidelines and playing the games fairly. Moreover, I was also in charge of managing Focused Group Discussion (FGDs) of 4 groups and each group was consisted of 12 members which stands at 48 students. I also worked in the second and third days of bootcamp where I was in charge of helping my team managing the sessions for students and guiding the students to presentations.
- **Semi-Finale-** My main job was to do the financial calculations of 12 teams. I ensured each team's financial calculation is done accurately. Later, I attended a meeting with the agency with all the financials of the students. Apart from this, I gave support the whole day by monitoring whether each team is following the guidelines, attending presentations and doing the video shoots.
- **Grand Finale-** For the finale, I gave logistical support like printing the pitch-books, helping with the invitation cards, sorting entry music and so on. On the day of the finales which held at Radisson Blu, I was responsible for coordinating students, guiding them for dry runs, receiving and managing guests etc.
- **Other Tasks-** Apart from the above tasks, I also had to do number of different tasks like collecting pictures of BOM alumnus and other BAT employees, collecting different kind of information of BAT employees, finding speakers for panel discussions, calling teams regarding Battle of Minds tasks, giving logistical support and so on.
- **Post Battle of Minds Tasks-** After the competition was successfully over; I arranged goodies for all the people who contributed in the competition. I was also in charge of calling and collecting information of students who performed extremely well in BOM for future recruitment.

## 2. Recruitment Process Tasks-

- **CV sourcing-** Apart from BOM tasks, I worked in the recruitment process as well. I used to sort hundreds of CVs for different positions of different departments and forward those to the recruitment team.
- **LinkedIn sourcing-** I was also in charge of sourcing candidates from LinkedIn for different positions.
- **Candidate database-** I also made database of candidates sourced from LinkedIn.
- **Assessment-** I was responsible for calling selected candidates for their assessments and coordinating them for their FGD round.

Apart from the above tasks, I also gave my support in ‘Supernova Program’ which is also a BAT Bangladesh program specifically for undergraduate female engineers. I gave my support by coordinating them for their sessions and factory visits and making sure they are following the directions properly.

## 1.3 Internship Outcomes

### 1.3.1 Student’s contribution to the company

Being an HR intern and working in the Battle of Minds team, I had to do two kinds of tasks:

- ✓ **Battle of Minds (BOM)-** Being a part of Battle of Minds team, I was involved in all sorts of BOM tasks and gave my support to each and every BOM event which surely reduced the workload. Making the database and keeping track of every detail of more than 3000 students who registered for the competition was surely a challenge. With my help, the team did not need to work on the file and could focus on other tasks which reduced their workload as well. Moreover, in each BOM event, I managed students, guided them, gave logistical and other kind of support which surely had a huge contribution in the success of every round of Battle of Minds.
- ✓ **Recruitment-** I was responsible for sorting hundreds of CVs, making database of candidates, calling candidates for assessments which surely reduced the workload of HR team and helped them to focus on other projects. This surely increased the efficiency of the process and helped the department to conduct seamless recruitment.

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

During my internship at BAT Bangladesh, I had the experience of working in corporate culture. As this was my very first official job, I could get first-hand experience of corporate culture which prepared me for my future. Next, being a part of the Battle of Minds team gave me the opportunity to work with a team of experts. It not only nurtured my team working skill but also taught me how efficient team work, can make big things happen in shorter span of time. Working in BOM team taught me how to schedule every task, keep track of every little detail and organize biggest events. As BAT is a multi-national organization, I had the experience of working in an environment with people from diverse background and learned a lot about international cultures and global market.

Moreover, I had the opportunity to work with senior managers who gave me a better understanding of HR practices. I witnessed how all the theoretical information which I learned during my undergraduate studies was put into practice. The internship helped me develop my interpersonal and communication skills, gave me an opportunity to step out of my comfort zone. Lastly, the internship provided me an opportunity to prove myself with my knowledge and skills which made me believe in myself more than ever and made me proud of myself.

### **1.3.3 Problems/Difficulties**

Here are some problems that I faced during the internship period-

- Firstly, it was a bit challenging for me to fit into corporate culture as I was not very much familiarized with it. As it was my very first job and BAT is a multi-national company, I had trouble finding my feet with the culture. But my team and other employees of the company were very supportive for which I could overcome the issue within a few weeks.
- Next, working long hours was a bit challenging for me. Somedays, I had trouble finding transport for going home. It used to be so late that I used to lose my energy for going to work next day.
- Lastly, the workload was immense. There were lot of tasks of Battle of Minds every day. Besides Battle of Minds tasks, I had to perform other tasks of HR as well. Some days it used to be so hectic that I could hardly get break.

### **1.3.4 Recommendation**

- ✓ BAT has a good working environment. So it is suggested that the present culture is fostered for next batch interns which will help them to flourish.
- ✓ The organization should stick to a rigid work schedule for interns which should be 10 am- 6pm. Fixed work schedule will keep an intern motivated towards the work and thus an intern will be able to take work load.
- ✓ The organization should arrange an introduction session for interns within their respective departments so that they can know the people of the department and mingle with them easily. This will help the intern to adopt the company culture well. Knowing the employees of the respective department will help the intern work comfortably which will lead to better learning.

## **Chapter 2: Organization Part**

### **2.1 Introduction**

#### **2.1.1 History**

British American Tobacco Group is the second largest company of tobacco industry in the world by market share and by brands sold in more than 180 countries. The company was founded in 1902 as a joint venture between the Imperial Tobacco Company of UK and American Tobacco Company founded by James 'Buck' Duke who then became the company's first chairman. BAT has over 300 brands in its portfolio and holds dominating market standings in each of the region it operates in, as well as market leads in over 50 markets. They sold approximately 705 billion cigarettes in 2011. Even though the name of the company was given from the home bases of its two founding companies, BAT was founded to trade outside both UK and USA, and grew from its origins in number of countries across Asia, Africa, Latin America and continental Europe. BAT has maintained a significant global presence for longer than a century. Their company was founded in 1902 and only by 1912, the company became one of the world's top companies by market capitalization. BAT employs over 52,000 people worldwide. BAT collaborates extensively with thousands of farmers worldwide for the purpose of tobacco cultivation. The company helps farmers with agronomy support and maintains the entire process to ensure quality crop production in an environmental friendly manner. In 2011, BAT conducted this cultivation process in 19 countries and had significant success. They

bought approximately 440,000 tons of leaf grown by 200,000 farmers. In 2018, BAT was one of 13 companies to be recognized as ‘Global Top Employer’ by the Top Employers Institute. In 2020, BAT became the first company in the tobacco industry to release a ‘Human Rights Report’.

BAT Bangladesh established its presence on the sub-continent in 1910, under the name Imperial Tobacco Company Ltd. In 1972, following Bangladesh's independence, Bangladesh Tobacco Company was established with British American Tobacco, holding the bulk of the shares. BAT Bangladesh is one of the biggest private enterprises of the country, joined under the Company's Act of 1913 on February 2, 1972 and has been in operation for more than a century. Since 1972, BATB has led the Bangladeshi tobacco market by offering a variety of well-known national and international brands.



In order to more clearly express its shared identity with other operational companies within the Group, Bangladesh Tobacco Company changed its name and identity to British American Tobacco Bangladesh in 1998. 65.91% of the company's shares are held by the British American Tobacco Group, while 26.57% are held by the government of Bangladesh. Other stockholders possess the remaining 7.52% of the shares. One of the oldest and largest multinational corporations of Bangladesh, British American Tobacco is listed on both Dhaka and Chittagong stock exchanges. More than 12,000 individuals are employed directly by the business, while more than 50,000 people are employed indirectly as farmers, distributors, and suppliers.

## 2.2 Overview of the Company

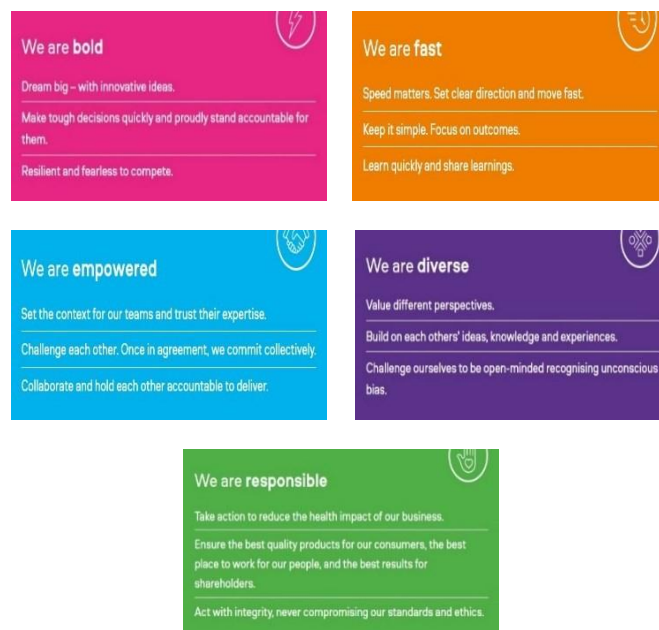
The vision of BAT is to ‘Build A Better Tomorrow’ by reducing the health impact of the business through offering a greater choice of enjoyable products for the consumers.

The mission of BAT is to anticipate and satisfy the ever-evolving consumer preferences, providing pleasure, reducing risk, increasing choice and stimulating the sense of adult consumers worldwide.

The company has set out with a new strategy with a purpose at the heart to ‘Build A Better Tomorrow’ for its four stakeholders- consumers, society, employees and shareholders.

BAT Bangladesh performs some corporate social responsibilities. It initiated afforestation program in 1980 and it is now the largest private company doing afforestation program in Bangladesh. BAT Bangladesh has taken initiatives towards safe drinking water by installing 102 filtrations across the country and meeting the need of around 260,000 people every day. Moreover, the company provides solar home systems to rural areas of the country free of cost and it has installed 2590 units of solar systems so far in around 29 villages.

BAT believes it can truly serve its purpose following an evolution of their guideline principles which are called ‘Ethos’. The ethos are- being bold, fast, empowered, responsible and diverse.



*Figure: The 5 Ethos of British American Tobacco*

BAT holds 12% market share globally and in Bangladesh, BAT holds 66.6% market share in terms of volume.

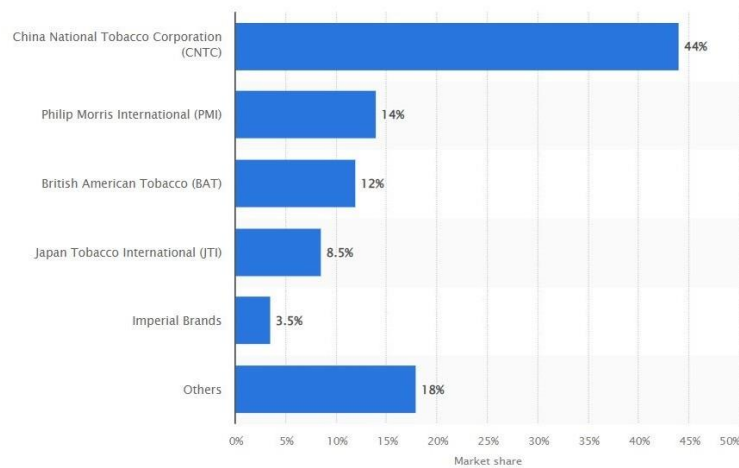


Figure: Tobacco companies market share worldwide, 2019

BAT is also the leading tobacco company in the world with net sales worth 35.32 US billion dollar.

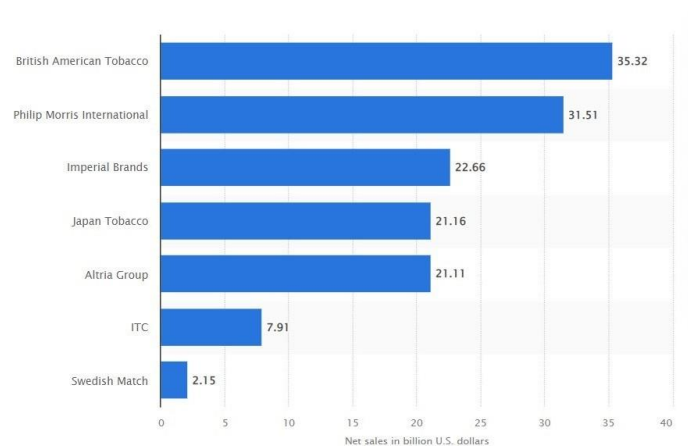


Figure: Leading tobacco companies worldwide in 2021, based on net sales (in billion U.S. dollars)

### Brands:

The brands of BAT Bangladesh are- Benson & Hedges, John Player series, John Player Gold Leaf, Capstan, Star, Royals, Lucky Strike, Derby, Pilot and Hollywood.

The international brands are- KENT, Dunhill, Lucky Strike, Pall Mall, Kool, Vogue and so on.

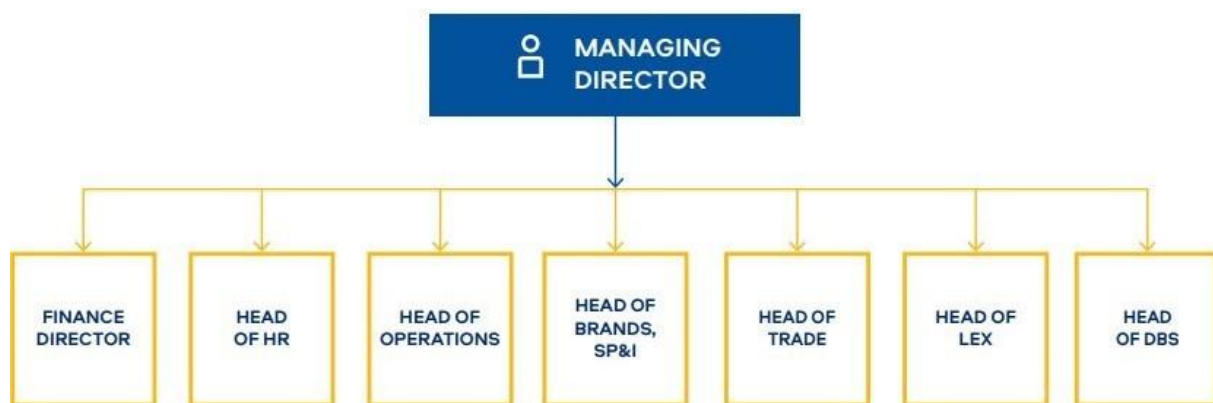
## 2.3 Management Practices

### 2.3.1 Leadership Style

BAT basically follows Democratic Leadership Style. It is a type of leadership where the leader consults with the team while making any decision and works with them collaboratively. The rationale behind adopting this form of leadership style is BAT believes in having a culture of passionate people who will lead and inspire each other. BAT believes each employee himself/herself is a leader and so each employee's opinion matters. That is why they aim to achieve group strategy and so their focus is on driving high performance, valuing employee diversity, encouraging and rewarding entrepreneurial behaviour, developing next generation of leaders and creating a culture where the individuals and teams can be successful. This is the reason for which BAT leaders consult with the team for any kind of decision and give prominence to the suggestions given by the subordinates.

### 2.3.2 Corporate Structure of BATB

Depending on their responsibilities and functions, the organization's various departments have different structures. In the contemporary structure of BATB, the Managing Director serves as the Operational Head. Along with the assistance of line managers, each department's head carries out its specific duties. The Board of Directors is liable for managing the entire company as well as protecting the rights and interests of the shareholders. The department heads oversee seven departments of the organization. The Managing Director along with department heads forms the leadership team of BATB.



*Figure: The leadership team of BAT Bangladesh*



The Board of Directors is comprised of chairman who is the non-executive director and 10 other directors and is led by the Chairman. The Managing Director is in charge of the Executive Committee who is appointed by BAT Group. The board committee is consisted of 3 different committees- Board Nomination and Remuneration Committee, Board Audit Committee and Board CSR Committee.

### **2.3.3 Human Resource Practices**

Human Resource Management is an essential part of any organization. The BATB Human Resources department is in charge of motivating, fostering, keeping, and enticing exceptionally brilliant individuals across the nation. The department also values consistently fostering a cordial relationship between management and employees. The department ensures that organizational development is facilitated through management development.

The following areas are covered by HR at British American Tobacco Bangladesh-

- ✓ Managing performance including performance measurement and alignment, performance rewards, administering and managing benefits etc.
- ✓ Managing organizational learning which leads to organizational development for example- managing change, planning and developing the organization, overseeing organizational climate, supervising learning inside the organization
- ✓ Recruiting and selecting people for different positions, evaluating employee performance, HR planning
- ✓ Managing career development through evaluating potential competencies, ensuring mechanisms for career development, providing mentorship and arranging sessions and training for employee development
- ✓ Managing employment relations including administering employment laws, managing relations in the workplace, handling client services
- ✓ Organizing their competition 'Battle of Minds', which is the biggest accelerator program of the country.
- ✓ Overseeing different student engagement programs like “Xcelerate Internship Program”, “Xceed Campus Ambassador Program” and “Supernova Program”
- ✓

### 2.3.4 Recruitment and Selection Process

At British American Tobacco Bangladesh, there are two stages in this process. First they recruit which is the process of attracting applicants. Then they select which is the process of selecting the most suitable candidates among the applicants.

#### Recruitment Process:

BAT Bangladesh recruits from two sources- Internal and External Sources.

The major sources of recruitment are:



*Figure: Major recruitment sources of BAT Bangladesh*

#### Selection Process:

Selection process is much structured at BAT Bangladesh. They prepare policies according to their requirements. Selection policy is same for each department. Only marketing department has an extra assessment which other departments do not take.

- I. **Focused Group Discussion-** This assessment is commonly known as FGD and it is only taken for marketing department. In FGD, a group of candidates is given a case to read and think about solutions individually. Then they need to discuss the case and solution. An assessor takes the FGD and the candidates are given 40minutes time for the whole process. The assessor assesses and chooses the best candidates.
- II. **Primary Interview-** The candidates will have a primary interview after their CVs have been reviewed and selected by BATB. The primary goal of this interview is to inform candidates about the job duties thoroughly, evaluate them and eventually shortlist a few candidates for the following phase. The conversation is intended to learn more about candidates' backgrounds, experiences, education, training, and interests and their

compatibility with the organization's requirements. The majority of the interviews in BATB are structured. Prior to each preliminary interview, the interviewers receive an interview guide, which they use as a basis for interviewing the candidates.

- III. **Assessment Centre-** The assessment centre is then set up for the chosen candidates. Here, multiple candidates are called to participate in various tests. It is a day long process. Here, the candidates are evaluated via a focused group discussion, role play and presentation. The assessment centre is more like critical problem solving session. The candidates work both individually and in groups to come up with solution and then present it. Additionally, the respective assessors keep an eye on all of their activities. They are assessed based on factors like leadership capacity, decision-making, influencing potential etc. An assessment centre is a very effective platform for fairly evaluating candidates. The evaluation process at assessment centre is very structured. Each assessor receives an evaluation sheet with a list of criteria based on which they score the candidates.
- IV. **Final Interview-** The final interview is held with the candidates who do well in the assessment centres. Usually, the heads of departments are the ones who conduct this interview. The interviewer primarily assesses the candidates' motives, commitments, willingness and positive attitude towards the role throughout this interview. After this interviews, they select the final candidate.

### **2.3.5 The Compensation System**

BAT Bangladesh is committed to a compensation system that keeps the employees motivated as the compensation system and incentive policies at BATB are progressive and equitable. The compensation package consists of fixed salary, bonuses, terminal benefits, medical allowances. Moreover, the benefits include household rent, leave fare, transport support. Employees at BATB enjoy food facilities like meals and snacks at office. HR department ensures employees are given proper performance appraisal and rewards for their extraordinary performance.

### **2.3.6 Training and Development Initiatives**

BAT Bangladesh is constantly pushing its workforce to upgrade its expertise and knowledge to understand the dynamic work environment. Therefore, BATB ensures each and every worker is familiar with the company's culture and environment and tries to improve the employees' knowledge and skills required for the job position.

- **Technical Training:** Technical training is typically available to IT/operation employees. In addition, everyone must have a little bit of technical expertise to do the responsibilities.
- **Management Training:** All employees, with the exception of the workers, must complete management training.
- **Safety Training:** Everyone must complete safety training. Since the manufacturing is located on the organization's property, everyone involved must receive safety training. Chemicals and several machineries are used in manufacture. Each employee and worker must therefore use caution in this regard.
- **Occupational Health:** Employees receive training on occupational health which is essential.
- **Socialization Training:** When an employee is placed in a new environment, employees receive social skill training to adopt and keep pace with the new environment.
- **Workers Education Training:** The goal of the training is to give unionized entry-level workers opportunity for worker-centred education and training. It enables employees to improve their English, develop their literacy skills and contemplate career advancement.

### **2.3.7 Performance Appraisal System**

Performance appraisal is very essential as it allows employees to know about their performance and be held accountable for their actions. Employees can work on improving their performance by receiving proper performance appraisal. In BATB, line managers assemble with their subordinates privately and talk about their performance. Managers talk about both good and bad side of the performance and give feedback for improvement.

## 2.4 Marketing Practices

### 2.4.1 Marketing Department

The marketing department at BATB is the second largest department. This department performs lot of different functions and divided into two broad categories-

**Brand and Strategy-** This team mainly generate ideas for the brand and plans all sorts of promotional activities. They design products and campaigns of the brand.

**Trade & Planning-** This team is in charge of using trade to connect with the end consumers. This team ensures the proper distribution of BATB products across the nation. This team's goal is to build an entry barrier that is efficient against global competition and to elevate benchmark suppliers to the position of market leaders among all other FMCG companies.

BAT concentrates on various market segments and develops special products for each one. It has developed an assortment of products to boost sales, keep existing customers, and strengthen brand recognition in the market.

### 2.4.2 Segmentation

The products of BAT Bangladesh are categorized into 4 segments:

**Premium-** In this segment, Benson & Hedges is the brand which is very renowned and gaining popularity ever since its launched in 2005. It is registered 13% volume growth in 2021 comparing to 2020.

**High-** In this segment, John Player Gold Leaf has been dominating the market ever since its launch in 2005. Capstan is another brand in this segment. In 2021, both the brands suffered growth problem but maintained consumers' preferred quality.

**Medium-** Star, Star Next, Lucky Strike are the brands fall under this segment. Star, the oldest brand of the company faced 6% decline in 2021 comparing to 2020. All the three brands experienced value equation among customers.

**Low-** The majority of BAT Bangladesh volume is contributed by low segment brands. These brands are- Royals, Derby, Hollywood and Pilot. The company is committed to maintain customer preferred quality while meeting the needs across the segment.

### 2.4.3 Promotional Strategies

As British American Tobacco is a tobacco manufacturing company, it cannot advertise itself openly. It cannot play any promotional activities as Bangladesh government has imposed restrictions on cigarette and banned any kind of advertisement of cigarette. Even they cannot use their logo in public or any social events. To overcome this hurdle, they go for employment branding. Battle of Minds is an initiative to promote their brand and help to recruit talented minds without doing any trade marketing.

Moreover, they promote their brand through CSR activities as well. Their CSR activities are aligned with government and stakeholders' obligations. The CSR activities are- afforestation program, safe drinking water and solar home system. These activities drive their corporate reputation and at the same time, promote their brand.

## 2.5 Financial Performance and Accounting Practices

### 2.5.1 Financial Performance

#### Liquidity Ratio:

	2019	2020	2021
Current Ratio	0.32	1.39	1.35
Quick Ratio	0.69	0.41	0.29

*Table: Liquidity Ratio*

The current ratio has been increasing from 2019 to 2021 which means that BAT Bangladesh has sufficient current assets to meet its short-term obligations and its ability has been increasing every year. From 2020 to 2021, the company is in a very good position in terms of current ratio as the ideal current ratio for a company is 1.2-2.

In terms of quick ratio, the company's performance has been decreasing since 2019. As the lower the quick ratio, the greater the risk for the company is. So the company is in moderate risk in terms of quick ratio.

### Solvency Ratio:

	2019	2020	2021
Proprietary Ratio	0.60	0.53	0.47

*Table: Solvency Ratio*

The company's proprietary ratio indicates that the company is not in a strong position as it has been decreasing since 2019. It means the company is heavily depending on debts to run its operations.

### Efficiency Ratio:

	2019	2020	2021
Asset Turnover Ratio	0.88	0.93	0.96
Inventory Turnover Ratio	1.81	1.29	1.01

*Table: Efficiency Ratio*

BAT Bangladesh has been doing good in terms of using its assets to generate revenue for itself. The ratio has been increasing from 2019 and reached to .96 in 2021 which is near 1.

The inventory turnover ratio of BATB is showing that it is in a bit trouble with replacing its current inventories and transforming them into sales. The ratio has been decreasing since 2019.

### Profitability Ratio:

	2019	2020	2021
Return on Asset (ROA)	16%	17%	19%
Return on Equity (ROE)	26%	32%	40%

*Table: Profitability Ratio*

The company is doing extremely good in terms of ROA. It has been increasing since 2019 which means that the company is earning more money with a small investment. It is using its assets efficiently.

The rising ROE is indicating that BATB is using its equity capital efficiently. The company is generating more profit without requiring much of its capital.

### **Leverage Ratio:**

	2019	2020	2021
Debt to Equity Ratio	0	0	15%

*Table: Leverage Ratio*

The company was doing good in 2019 and 2020 when it had no debt against its equity. But in 2021, the company's performance decreased and it had a debt to equity ratio of 15%.

### **2.5.2 Accounting Practices**

The financial statements have been prepared following the International Financial Reporting Standards (IFRS), the Companies Act 1994, the Securities and Exchange Rules 2020 along with other applicable laws and regulations of Bangladesh. Cash flows from operating activities are prepared under the prescribed direct method by the Securities and Exchange Rule, 2020. The company used historical cost basis to prepare the financial statements, except for debt and equity financial assets. In 2021, no major changes had been brought in accounting policies and estimations except for some amendments and interpretations.



## 2.6 Operations Management and Information System Practices

The operation department at BATB is the largest department as it performs the core function of the organization. The department has several categories-

**Supply Chain-** Operation is a key activity in BATB. It involves growing leaves, storing them, evaluating and controlling their quality and sending them to be manufactured, packaged, stored in a warehouse, distributed and purchased. Making prompt decisions in response to emerging circumstances is another supply chain task at BATB. So, the supply chain looks after the whole operation from production to end user. Moreover, the factory is involved in supply chain as supply chain is looking after the production. Under supply chain there are several other wings- Procurement, Product, Security; Environment, Health and Safety (EHS), Logistics.

**Leaf-** The BATB's leaf department is incredibly effective and lively. They are in charge of all tasks associated with cultivating leaves, communicating with farmers, monitoring leaf quality, buying, processing, packing, shipping and storing leaves etc. Workers in the leaf department are extremely responsible. They ensure that the continuous supply of tobacco leaves and makes sure the leaves are of high standard. It is a highly significant job because the quality of the tobacco leaf determines how the cigarettes taste. There are two wings under leaf:

- Primary Manufacturing Department (PMD)- Here the leaves are prepared for production.
- Secondary Manufacturing Department (SMD)- The products enter SMD after PMD. Here, tasks like producing and wrapping tobacco in materials are carried out.

**Engineering Sites and Service Department (ESSD)-** ESSD has three wings- utilities, facilities and project. The primary duty is to provide the majority of production support services under their direction. Periodically, these locations' operations, maintenance tasks, performance evaluations, and follow-up upgrades are carried out. Support services, including those related to the entire civil service, plumbing, electricity, carpentry, and electric power supply steam generation, water and air filtration, humidity control and other project works are related with the main production. One of their primary roles is to oversee construction establishing projects and the corresponding facilities to be provided, in addition to maximizing the overall efficiency of these locations through successful endeavours.

## 2.7 Industry and Competitive Analysis

### 2.7.1 SWOT Analysis

SWOT Analysis is a strategic management technique to identify and analyse strengths, weaknesses, opportunities and threats. Internal factors help to identify strengths and weaknesses that eventually helps the company find ways to overcome the weaknesses. On the other hand, external factors help to find the opportunities and threats that is useful as the company can take initiatives against the threats. The SWOT Analysis of BAT Bangladesh is as follows:



Figure: SWOT Analysis of BAT Bangladesh

## **2.7.2 Porter's Five Forces Analysis**

Porter's Five Forces Framework is a tool used in business to analyse the operational environment in which a company operates. Five elements have been discovered in industrial organization economics (IO) that affect an industry's level of competition and consequently, the industry's general attractiveness regarding profitability.

### **Threat of New Entrants**

Threat of new entrants is very minimum as BAT Bangladesh is the market lead of the industry. The entry barriers are very high. So, it will be very difficult for new companies to enter the industry and remain in business.

### **Threat of Substitutes**

The threat of substitutes is not very high as there are not many companies operating in the market and there are not many substitutes of cigarettes available in the market as well.

### **Bargaining Power of Buyers**

Bargaining power of buyers is very high as buyers have many alternatives and can switch to other brands anytime

### **Bargaining Power of Suppliers**

BAT Bangladesh is heavily dependent on its suppliers for raw materials. Even though there are good number of suppliers in the market, but BAT always looks for top quality raw materials for which they choose suppliers who provide good quality materials. In that sense, power of suppliers is higher.

### **Competitive Rivalry**

The competition for BAT in Bangladesh is not very high because BATB is the market leader. It is dominating the market owning 66.6% shares in terms of volume. The number of companies in tobacco industry is not very high and the existing companies are not highly competitive.

## 2.8 Summary and Conclusion

British American Tobacco Bangladesh is one of the leading companies in Bangladesh with a significant market presence and excellent management skills. The organization trails modern work practices and continuously works to enhance its methods of conducting business. Starting with its management and production capabilities, the business employs the best people, uses occupational procedures and technologies. The BATB factories are currently quite effective in manufacturing the products that meet international FMCG and BATB standards. The administration of the business is also looking to implement new methods of work, including implementing IWS, which is one of the working systems that are employed on a worldwide scale. In terms of marketing, the company builds creative promotional activities which not only helps to promote their brand but also helps to hire the best people. According to the financial study, BATB has one of the highest and sustainable growth rates demonstrating that the company is not only thinking about its immediate growth but also focusing vastly on its long-term success. The business is also in a very strong financial position not only in Bangladesh but in the world.

## 2.9 Recommendation

Despite the company's excellent performance, there are still areas for improvement, including:

- **Emphasis on Branding:** The promotional activities of BATB are mostly student centered like Battle of Minds, Xcelerate, Xceed, Supernova. They do not do many promotional activities focusing their target audience both in urban and rural areas. It is suggested that they develop more branding strategies for their leading target audience. They can reach urban audience by doing different kinds of indirect promotions like referral marketing, loyalty programs and product placements. For rural, they can also do indirect marketing by putting more attention to push-up sales promotion.
- **Employ more CSR activities:** They can engage in more CSR activities in rural areas. These CSR activities will create positive impact in the lives of the underprivileged segment which will form a positive brand image. This will help the company to overcome different issues imposed by anti-smoking groups which create a negative image for the brand.

- **Financial Improvements:** Although the company is in a very good financial position but there are some areas it needs to improve such as the company lies heavily on debt according to the solvency ratio. Moreover, it needs to focus on its inventory turnover. Lastly, its debt equity ratio was very high in 2021 which needs to be taken care of. If the company focuses on these facts, they will have to rely less on debt that will reduce company risk eventually.

## Chapter 3: Project Part

### 3.1 Introduction

#### 3.1.1 Introduction

Recruitment and selection processes are very important for any organization. Large organizations like BAT, spends huge amount of money on these processes to hire the right people. BAT has designed its recruitment and selection processes to find out a candidate who will be perfect fit for the organization culture, will have the aspiration to learn and have the zest to give his/her best. All these qualities are assessed primarily by these processes. So, it is very important for BAT to ensure their recruitment and selection processes are effective. This research specifically highlights the effectiveness of the recruitment and selection processes of BAT Bangladesh. This research explains whether their recruitment and selection processes help them to hire right candidates by judging the hired candidates impact in the organization and thus proves the effectiveness of the processes.

#### 3.1.2 Problem Statement

BAT is one of the top global enterprises and the market lead of tobacco industry of Bangladesh. To maintain and sustain their strong market presence, the company's first priority is to ensure hiring the right people. So, BAT Bangladesh has designed their recruitment and selection process in such a way that they can assess a candidate's ability completely. As the processes are quite rigid and lengthy, many qualified candidates find difficulty passing them and fail for which BAT Bangladesh loses many good candidates. So, BATB continues recruiting and selecting throughout the year until they find the right candidate. This costs both money and time. This research tries to understand whether the time, money and effort they spend on hiring one right candidate are worthy or not.

### **3.1.3 Research Objective**

#### **Primary Objective**

The primary objective of the study is to analyse the efficiency of recruitment and selection process of British American Tobacco Bangladesh and how effectively they hire quality employees through the processes.

#### **Specific Objectives**

- ✓ To describe the total steps of the recruitment and selection process of BAT Bangladesh
- ✓ To analyse their different sources and find out which source brings the best candidates
- ✓ To evaluate the success of recruitment process in terms of quality of the responsive candidates
- ✓ To evaluate the success of selection process in terms of performance

### **3.1.4 Research Question**

- How efficient and effective are the recruitment and selection process of BAT Bangladesh that helps to hire quality employees?
- How many steps are there in the recruitment and selection process of BAT Bangladesh?
- Which of their sources bring the best candidates?
- Is the recruitment process successful?
- Whether the selection process helps to hire the best candidates?

### **3.1.5 Literature review**

Recruitment and selection process is a vital, complicated, and dynamic aspect of human resource management in organizations throughout the world. Recruitment describes the firm's skills to discover and obtain individual expert competencies created by outside firms and institutions, as well as the procedures for choosing and integrating them into the firm's cognitive domains (Coven and Levinthal,1990; Herstad et al.,2015). Selection procedure entails a series of steps that must be completed in order to choose the best candidate for the open position (Anwar and Abd Zebari ,2015)

Recruitment and selection are key components of the central activities underlying human resource management (Gold, 2007). If an organization fails to do so, it will suffer throughout the employment. This will not only affect the performance of the company but also will affect the company's success because employees with the appropriate skills will perform better for

the company. Employees who lack these necessary abilities or who are difficult to work with will not perform well and the overall performance of the company will suffer greatly.

Recruitment is important for any organization in terms of building a talent pool of potential candidates for the organization, for increasing the candidate pool for open positions at the lowest possible cost and by reducing the number of qualified or unqualified visits which helps to increase the success rate of the selection process.(Phillips and Gully 2015) argue that recruiting is a crucial managerial task facilitating the establishment, growth, and preservation of a firm's competitive advantage, and so it must be in line with other HRM functions.

On the other hand, selecting the right employees is important because a company's performance depends on its employees' performance. Thus the goal of recruitment and selection within the company is to achieve the organization's strategic objectives by obtaining quality employees while spending as little money as possible. (Ofori & Aryeetey, 2011). Evidence suggests that larger corporations implement sophisticated recruitment processes more than smaller organizations (Bacon & Hoque, 2005), with the majority of smaller organizations relying on traditional recruitment methods such as referrals and advertising (Barber et al,1999).

Recruitment and selection process starts with identifying the human resource needs of the organization. Once the needs are identified, then the process starts. Different companies use different methods in the recruitment and selection process according to company needs, company size, value, job requirements and so on. Nowadays large organizations use a number of steps in the recruitment process to select the best candidates. If the recruitment process is effective, then the company will be able to attract qualified candidates who are able to do the job efficiently. There are two broad methods of the recruitment process:

- Internal Recruitment
- External Recruitment

After attracting number of candidates through the recruitment process, the company moves toward the selection process. Selection is a very crucial process through which a company selects the best candidate for the job among number of qualified candidates. If the selection process is not effective, then the company will suffer a great loss because if unqualified candidates are selected, they will not perform well and the overall company performance will suffer to a great extent. Moreover, a company spends a good amount of money in the selection

process. So, if the process is not effective, a good amount of money, valuable resources and time will be wasted as well. Different companies use different methods for selection such as:

- Aptitude test
- Selection test
- Different games
- Screening interview
- Day long assessment
- Selection interview
- Focus group discussion
- Medical Examination
- Final Interview and so on

In a nutshell, good employee performance depends on hiring good candidates which eventually depend on effective recruitment and selection practices. So, good employee performance is the dependant variable which depends on effective recruitment and selection process which is the independent variable. If the recruitment and selection processes are effective, then it will help to hire qualified candidates who will understand the job better and perform well which is the spotlight of this report.

As recruitment and selection process play a huge role in organization's success and big organizations use different methods to hire the best employees, both the processes should be effective. According to Taher et al (2000), the effectiveness of Human Resource of an organization lies in the accurate recruitment and selection of its employees. To find out how effective recruitment and selection processes play an important role in selecting the best candidate and how it helps the company to get the best out of the candidates, I have analysed the recruitment and selection processes of BAT Bangladesh to find out the effectiveness of the processes they use to hire employees and prepared my report on it.

### **3.1.6 Significance**

Since this report is based on the recruitment and selection process of BATB, it can help the organization to understand how effective the processes are and whether they need to bring any change to the process for better result. So, this report will give the organization a future scope of bringing changes. Moreover, while analysing, this report will provide solutions to the issues that the company faces while recruiting which will be a great opportunity for the organization



to overcome the problems. Furthermore, this report will provide similar organizations in the industry, great insights of how they can use different methods to hire the right people and overcome difficulties that they are facing while recruiting. Finally, this report will present an edge to its stakeholders and scope for further study on this topic.

## **3.2 Methodology**

To achieve the desired objective, data was collected through a questionnaire format survey using google forms. The google form was mainly sent through online platforms but some offline interviews were taken as well. Questionnaire was sent to approximately 50+ respondents out of which 33 filled up the form. Apart from these 33 respondents, approximately 10 employees gave their answers verbally as they could not give time filling the questionnaire. Moreover, to verify some information, some line managers and HR employees were interviewed. The survey was targeted towards all the BAT Bangladesh employees, age 23-50+ to see if the results have any different pattern based on demography. The survey was a mixture of both online and offline responses.

The research is a type of Descriptive research because the research describes the effectiveness of the recruitment and selection process of BAT Bangladesh by explaining how it effectively helps to recruit the most qualified candidates.

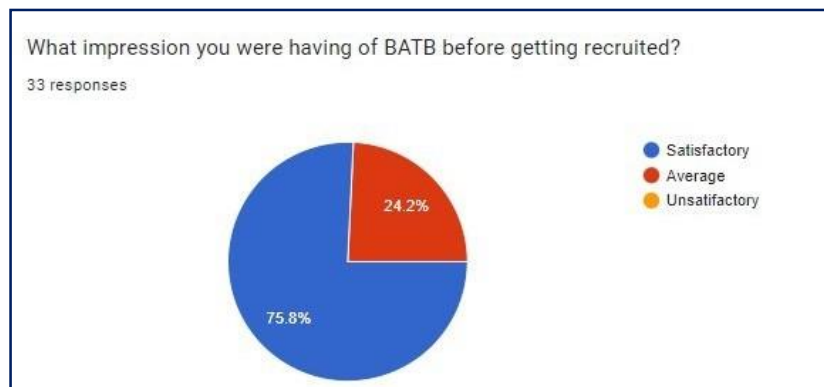
When it comes to research design, the quantitative method has been applied. The research was mainly done on the employees of BATB who are hired by passing the assessments. To prove effectiveness, it is essential to understand both the employees' opinion regarding the processes and their performance level. So, a questionnaire carrying questions of employee opinion regarding the processes and their performance level has been sent to more than 50 respondents. Even though the questionnaire was sent to employees aging more than 50 and working in BATB for more than 5 years, the main focus was the newly hired employees and age not more than 35. Even more responses came from age group 23-35 which was very useful for the research.

Based on the data collection, it is a quantitative method because the questionnaire has been sent to more than 50 respondents online. Moreover, some face-to-face interviews were taken. I have used the collected data and numbers to explain facts and draw conclusions.

In terms of sampling, it was a convenient sampling because all of the respondents were the employees of the organization I did my internship in. Most of the respondents were very approachable for filling the questionnaire. The sampling technique helped me to quickly collect data within two weeks, samples were available and I did not have to invest much time and no money.

### 3.3 Findings and Analysis

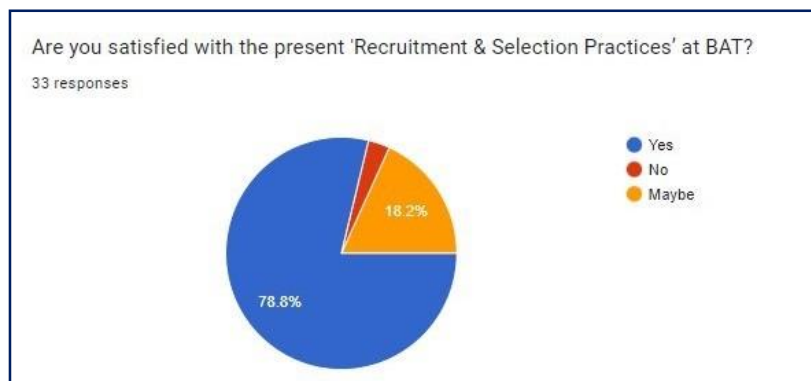
#### **Generating the First Impression:**



*Figure: Candidates' first impression before getting recruited at BATB*

The chart is showing the impressions people were having when they were being assessed in the selection process before getting recruited. Each and every employee at BAT, regardless of the position applied for, has to pass the assessment tests to get recruited. Even if the process is a bit lengthy and there are couple of steps, still 75.8% employees responded that they were satisfied with the process, the hiring team and the organization. This shows that, the HR team takes the assessments very efficiently. They communicate with the candidates properly, make sure candidates have clear instructions about each assessment, carry out the assessments properly and inform the results timely which create a positive impression in candidates' minds.

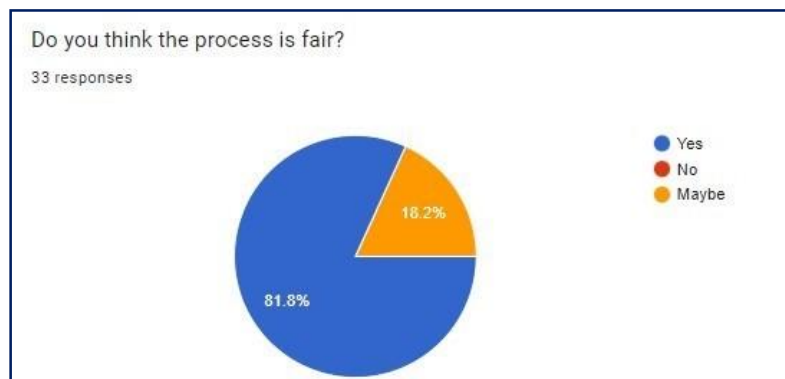
### **Candidates' Satisfaction with the Process:**



*Figure: Candidates' satisfaction with the process*

When it comes to measuring candidate satisfaction with the process, 78.8% employees voted they are satisfied with the process. 18.2% people voted maybe and only 3% people responded they are not satisfied. This indicates that even if the assessments are quite difficult, employees are satisfied with the process.

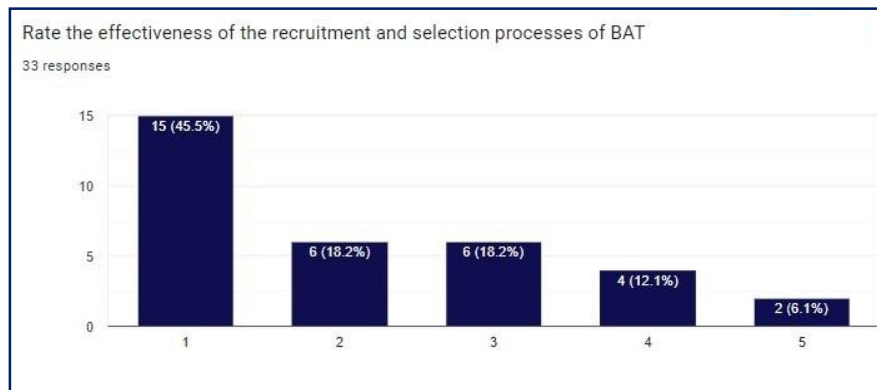
### **Measuring the Fairness of the Process:**



*Figure: Candidates' opinion regarding fairness of the process*

In regard to measuring the fairness of the process, 81.8% employees responded yes and surprisingly, nobody responded no. This means the employees think the process is fair and there is no biasness. This also shows that BAT Bangladesh hires people through a fair process which measures the candidates' ability and eventually helps them to hire the best people.

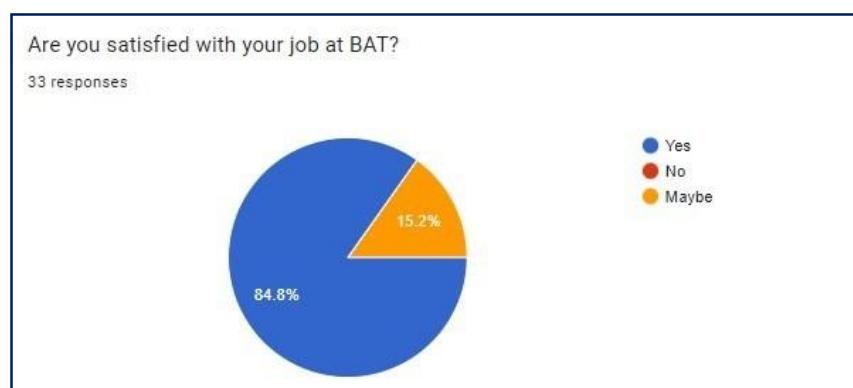
### **Effectiveness of the process rated by the employees:**



*Figure: Candidates' opinion regarding effectiveness of the process*

To find out the effectiveness of the process, BAT employees were asked to rate the whole process in terms of effectivity. As the employees are already working at BATB passing the tests, they surely have more knowledge about its effectivity. 45.5% of the respondents voted 1 which is excellent on the scale. Equal responses are found in 2 and 3. This means the employees agree that the process is effective and helping the organization to hire qualified people. Moreover, when some HR employees were interviewed, they replied the employees hired through the processes are performing their job well which has improved the organization performance as a whole. So, it means the processes are designed in a way that judges whether the candidate will fit into the company culture, understand the job better and perform the job with efficiency.

### **Satisfaction with the Job:**

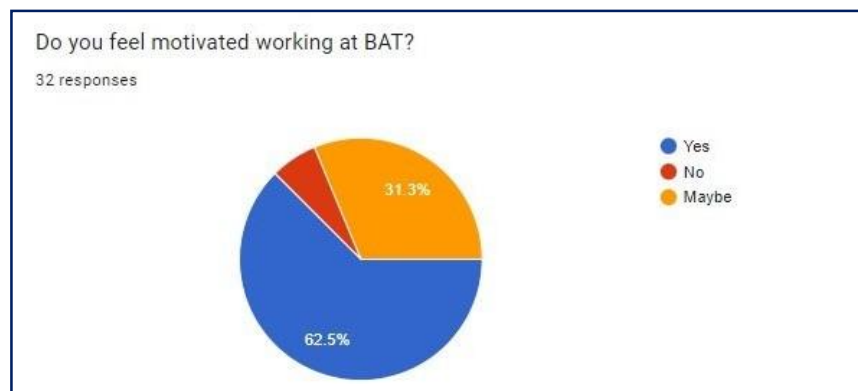


*Figure: Hired Candidates' satisfaction with the job*

Now the respondents who mostly expressed their satisfaction with the process, were asked if they are satisfied with the job or not. 84.8% employees responded they are satisfied with their jobs. An employee is only satisfied with the job when he/she adopts the company culture,

performs the job well for which he/she gets performance appraisal and rewards and is satisfied with the compensation package. Surprisingly, none of them responded no which indicates the recruitment and selection process effectively selects candidates who not only perform the job well but also fits into the company culture. Some of the respondents were asked the question in person and they said they love their job responsibilities and they never feel bore with the job because they face new challenges continuously and so have to perform new tasks. They receive proper appraisals and compliments when they perform good which motivates them to perform even better.

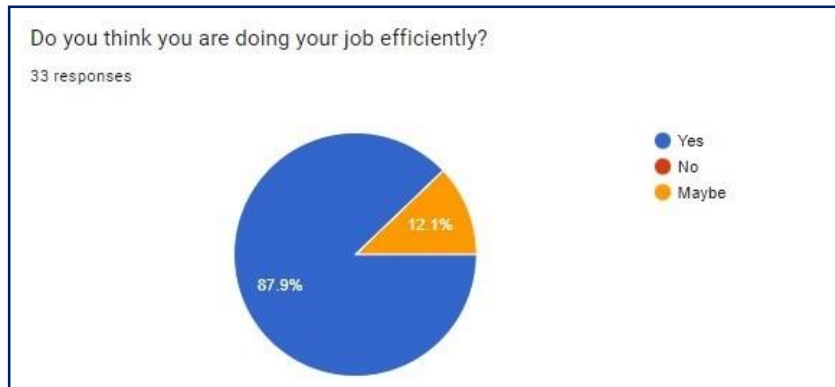
### **Measuring the Motivation:**



*Figure: Hired candidates' motivation towards the job*

62.5% respondents responded that they feel motivated working at BAT. A good percentage of respondents voted maybe. This indicates even most of the employees are satisfied with their jobs but this does not necessarily mean they feel motivated as well.

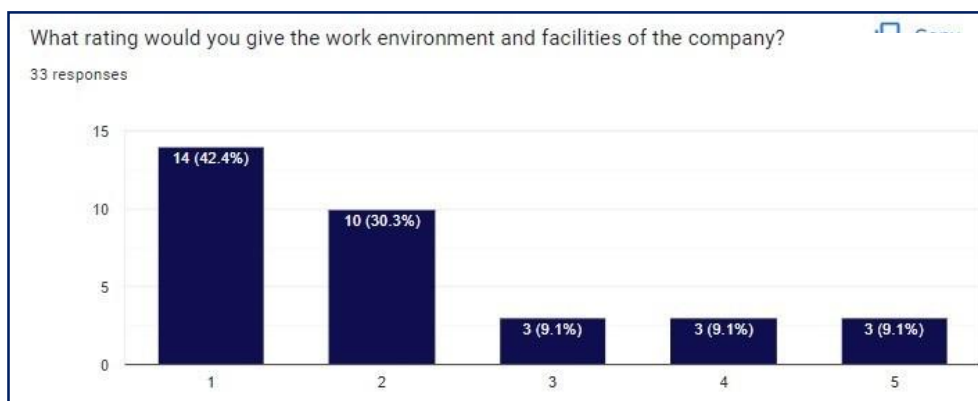
**Measuring Job Efficiency:**



*Figure: Hired candidates' job efficiency*

The respondents were asked whether they believe they are doing their jobs efficiently or not. 87.9% respondents think and believe that they are doing their jobs efficiently. 12.1% responded maybe. This shows employees who are hired through the process give their best effort in the job and so they believe they are doing their jobs efficiently. To verify their answers, this same question was asked to some line managers and HR people that whether the employees hired through the process doing their jobs in an efficient manner. The line managers and HR people answered they are performing very well and they are satisfied with their performance.

**Employees Rating the Work Environment and Facilities:**



*Figure: Hired candidates rated the work environment and facilities of BATB*

The chart shows how the employees feel about the work environment and facilities of BATB. Whether they feel extremely good and are satisfied or they feel very bad and are not satisfied. 42.4% respondents voted 1 which means only these percentage employees are highly satisfied

with the environment and facilities. 30.3% employees voted 2 and equal percentages voted 3, 4 and 5. This indicates that even if most employees are satisfied with the job duties and giving their best in the job, not a very high percentage employees are highly satisfied with their work environment and facilities.

According to the findings, employees who were candidates before, had a satisfactory impression of BATB and its recruitment and selection processes. According to them, the processes are fair and they are satisfied. They believe the processes are effective enough to hire the best people. The HR team also believes the same. Even though these employees are satisfied with their jobs and give their best and their line managers are satisfied with their performance, a core issue has been emerged that most of these employees do not feel motivated working here. A major reason can be the workload and long working hours. They do not have proper work-life balance which is gradually demotivating them towards their job and so many employees have left their jobs and shifted to other companies. Some even mentioned in the verbal interview that, they go home around 10pm and feel so tired that they do not find the energy to go to office the next day. Some female employees mentioned, when they leave the office around 9 or 10pm, it gets very difficult to manage public transport for going home. They demand office transport when it gets too late. Another issue has taken the spotlight which is, only few respondents voted the work environment and facilities excellent. Even though BATB is providing many facilities to its employees, most of the employees feel the work environment is not good enough to work long hours and it needs to be better.

### **3.4 Summary and Conclusion**

British American Tobacco Bangladesh is one of the top companies of the tobacco industry not only in Bangladesh but also holding a strong market presence globally. The management team of the company is made up of capable, extremely experienced, and energetic professionals that have helped the business expand over the years. The HR team always ensures they hire the best people with the most efficient recruitment and selection processes. Unless they find the right and most qualified candidate for a job, they don't stop and this is what makes the team more unique. They never compromise when it comes to betterment of the organization. That is why they recruit candidates from so many sources just to attract the right candidates and use all these steps in the selection process just to ensure the process is fair and a candidate's true potential is assessed properly. BAT ensures a candidate is properly communicated before, during and after the processes which creates a positive first impression in candidates' minds before getting recruited. The candidates are not only satisfied with the procedures but also satisfied with their jobs after getting recruited because right candidates are employed who understand the job better and so perform the job with efficiency.

### **3.5 Recommendations**

Although BATB is dominating the market and enjoying market leadership in terms of market share, following recommendations are suggested that might be helpful for the organization:

The fact that BATB employees typically have a very poor work-life balance which is one of the main criticisms made at the corporation. It is exceedingly challenging for BATB personnel to have a healthy personal and social life because of the volume of work and pressure they are subjected to. Therefore, BATB can consider strategies to enhance work-life balance. It should ensure fixed working hours for employees which will help to boost employee motivation. The working hours should not be more than 8 hours starting anytime in the morning. When the employees will work fixed hours, they can spend time with their family. When employees will have a balanced work life, they will feel motivated towards their job and perform better which will eventually lead to more retention and improved company performance.

- BAT Bangladesh can arrange more team building activities like yearly picnics and one day trips for every department so that employees from same department will have strong bonding which will create a positive impact on the work environment. As they will have good relationship with their colleagues, they will feel good coming to office



every day. These activities should be arranged for cross departments as well which will lead to better bonding among employees in the whole organization.

- Employees at BATB usually go home pretty late because of the workload and it is very problematic for women. BAT Bangladesh can start transportation facility for women who do not have private transports. The women employees will feel safe even going home late and be satisfied with their jobs which will surely increase employee engagement and satisfaction with the job.

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