

**Report on**  
**The Improvement of the Existing Recruitment process of**  
**Maple Leaf International School**

**By**  
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**1D- 21264033**

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

BRAC Business School  
BRAC University

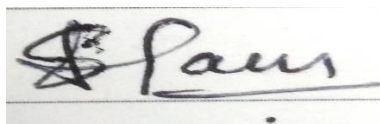
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## Declaration

It is hereby declared that

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

Student's Full Name & Signature:



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Sanjana Alam

Supervisor's Full Name & Signature:

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M. Nazmul Islam Ph.D.

Assistant Professor, BRAC Business School

BRAC University

## Letter of Transmittal

M. Nazmul Islam Ph.D.

Assistant Professor, BRAC Business School  
BRAC University 66 Mohakhali, Dhaka-1212

Subject: **Submission of Internship Report**

Dear Sir,

I would like to take the opportunity to inform you about the report that I have written on “Improvement of the Existing Recruitment Process of Maple Leaf International School” after successfully completing my internship where I was provided with the privilege of working as an intern (HR department), in the guidance of academic supervisor.

I have put in my best effort in completing this report, where I have tried to provide essential data as required. Also, I have tried to present the report in a comprehensive manner & within due time, as possible.

I strongly believe this write up will fulfill all the requirements and therefore, I hope that you will accept the report and oblige thereby.

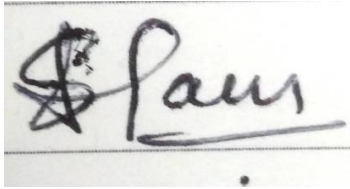
Sincerely,

Sanjana Alam

ID-21264033

## Non-Disclosure Agreement

This agreement is made and entered into by and between Maple Leaf International School and the undersigned student at BRAC University.

A handwritten signature in black ink, appearing to read "S. Paul", is written on a white background. The signature is positioned above a horizontal line, and a small black dot is located directly below the line.

## Acknowledgement

It is great pleasure to be able to thank those without whom it would not have been possible to prepare & complete this report in due time. First and foremost, all credit goes to the Almighty for blessing me with sufficient strength to prepare the report.

My sincere gratitude to M. Nazmul Islam Ph.D., Assistant Professor, BRAC Business School, BRAC University for providing guidance, supervision and constructive advice in the preparation of the report. The report has been prepared on “Improvement of the Existing Recruitment Process of Maple Leaf International School”.

I wish to express my appreciation to Jillu Hossain, Academic Supervisor, Maple Leaf International School and his team for providing necessary guidance, cooperation and opportunity for the achievement of practical working experience in the organization during the internship period of three months.

Last but not the least, my heartfelt thankfulness to my fellow inmates for their assistance and valuable suggestions they have given me for the completion of the report.

## Executive Summary

The internship report reflects my three months long experience as an HR intern in Maple Leaf International School. Established in 1972, it is amongst the top well-known English Medium schools in Bangladesh. IGCSE, GCE 'A' Levels and International Advanced Level are the curriculum of the British education and MLIS is one of the pioneers in bringing British education in the country. It is currently run by honorable Principal, Mr. Ali Karam Reza.

The aim in the preparation of the report is to analyze the existing recruitment and selection process of MLIS, identify the areas that need improvement and provide recommendations applying academic learnings. Both primary data (first hand) and secondary (desk research) data has been included in this report. The source of primary data is my observation and personal experience during the internship at the company as well as the detailed discussions I had with the academic supervisor and HR admins. Rest of the data is extracted from secondary sources such as school website, newspaper articles and scholarly journal articles.

The findings of the report indicate that the existing process of recruiting and selecting candidates is extremely lengthy due to old fashioned HR practices and lack of qualified manpower. Based on the findings, necessary recommendations have been provided for the improvement of the existing recruitment and selection process.

**Keywords:** Recruitment; Selection; Porter's Five Forces Model; SWOT Analysis.

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## Chapter 1

### Overview of Internship

#### Information of the Intern

Name	Sanjana Alam
Id	21264033
Program	Masters of Business Administration (MBA Program)
Major	Human Resource Management

#### Internship Company details

Duration	3months
Designation	Intern
Company Name	Maple Leaf International School
Address	House # 31, Road # 14A, Dhanmondi, Dhaka-1209

#### Internship Supervisor details

Name	Jillu Hossain
Designation	Academic Supervisor

### Job Scope- Duties/ Responsibilities/ Description

As a full-time class teacher, my main duty was to teach children the four core subjects- English Language, Science, Mathematics and Literature. Apart from this, my other duties involve:

- Checking copies and exam scripts
- Making lesson plans for the students
- Consulting with the parents
- Attending regular meetings as arranged by the coordinator for learning better teaching methods
- Arranging science fair project discussion sessions for creative project outcomes
- Preparing study notes and exam questions for revised and new patterns of syllabi combinations.

### Internship Outcomes

#### Student's Contribution

My three months internship experience at Maple Leaf International School and the duties I have conducted has proved to be fruitful in the course of time as the students who were promoted under my guidance were placed successfully. Hence, I firmly believe that my contribution to the school was crucial. I was responsible for conducting class lectures on four core subjects, checking scripts and submitting grades on time, arranging science fair project teams for creative outcomes, consulting parents with the regular progress of their child, attending trainings and meetings as per school requirements for better performances, preparing lesson plans and study notes that were revised based on new syllabi and ever changing requirements for the improvements of the curriculum. Without my contribution, these steps would not have been possible to be completed in such short notice. There was no room for error in the preparation of the aforementioned

documents. Hence, I had to be extremely focused and detail oriented in the drafting of the documents. I had put in my best efforts to make sure that the documents were well prepared in due time. I was also responsible for mitigating issues that turned out to be disturbing in the growth of the students, as well and I believe the sessions went well due to the enormous effort put in by me which included scheduling the session after communicating with respective supervisor and coordinators for making necessary arrangements. In a nutshell, my role in the school was crucial for the successful completion of the year end academic goals.

#### Benefits of the Internship Program

The internship program exposed me to various functions of the HR department that actually takes place in the real life job conditions, for which, I got to learn about so many new things such as:

- **Time Management:** In the last 3 months, I was overloaded with tasks given to me by my supervisor and other mentors for which it was really difficult for me to finish all the tasks within due time. That way, I learnt to prioritize the tasks and was able to finish them in order within the due time.
- **Communication Skills:** Being an introvert, I used to shy away from talking to people. However, the responsibilities I had required me to communicate with students, parents, colleagues, and supervisors. As an intern, I had to attend science fair where I had to speak with a lot of participants to provide them with necessary information regarding the activities. This way, I was able to improve my communication skill to a great extent.
- **Network Building:** Since I was responsible for dealing with the students' parents directly, it gave insights about better teaching options and I got to know about other institutions which can generate future benefits for me.

- Improved Confidence: I had little to no knowledge when I started this internship but the program helped me to identify my strengths and weaknesses and also exposed me to real life cases. At the end of my internship program, I have gained enough confidence to apply for a new job.

#### Difficulties Faced During the Internship

- Lack of proper work distribution: Since I worked as a full time class teacher, it is obviously a respectful position than that to those working as subject teachers. However, the duties that were given to me were 3times more than teachers who are not in my position. For which, I had a huge workload and went through a lot of stress because of this.
- Lack of Training and Proper Instructions: After joining the school, I was immediately put into conducting the lectures. I was given only 2 days' time to observe the way senior teachers conduct their classes and was expected to deliver a standard lecture in a very short period. I was given to conduct all my other tasks under guidance of the seniors, and it was difficult to create a rapport with them. The instructions were vague and acquisition of necessary information was a lengthy process.
- Low Remuneration: The remuneration I was paid compared to the duties I had was extremely poor. In fact, there was no subsidized canteen facilities for the teachers. Moreover, I had to stay late at work 3 to 4 days a week and was not paid any overtime for which, I used to feel demotivated at work.
- Too much late fines: the teachers must give a 10tk fine for every minute late. However, no extra payment for extra minutes of work we were expected to perform as class teachers was another demotivating factor.

## Recommendations on Future Internship

I would like to make the following recommendations to the school for making the internship period better for the future interns:

- The interns should not be made entirely responsible for conducting the whole lectures and further tasks as they do not have sufficient knowledge and experience to understand the process.
- Interns should be provided with necessary guidance and orientation needed to carry out the tasks given to them.
- The school should either provide a remuneration which is fair to the workload they put on the interns or they should subsidize the duties making adjustments with the work.

## Chapter 2

### Institution Overview

#### 2.1 Introduction

This part provides an overview of Maple Leaf International School and its vision, mission, management practices, leadership style, recruitment and selection process, compensation system, performance evaluation system, marketing and financial practices. It also includes industry and competitor analysis and recommendations which has been provided based on the evaluation.

#### 2.2 Overview of the Institution

Founded in 1972, Maple Leaf International is amongst the most well-known English Medium schools in Bangladesh. Being the pioneering institute to follow the British Curriculum leading to IGCSE, GCE ‘A’ Levels and International Advanced Level, it is has its prestigious glory of success. The school holds accreditations by the Government of Bangladesh, CIE & Edexcel, UK. It believes in commitment to academic excellence, art, athletics, community service and intellectual growth.

It is known throughout the country for its rigorous academic curriculum in natural science and liberal arts— Accounting, Art and Design, Bangla, Biology (Human), Chemistry, Business Studies, Computing Studies, Economics, English Language and Literature, Further Mathematics, Geography, German, Government and Politics, History, Law, Physics, Islamic Studies, etc. It provides a competitive and promising environment, created by extraordinary facilities and guidance provided by qualified and dedicated faculties. They have state of the art modern laboratories to aid classroom lectures. Also, multimedia facilities are available for use in the classes. It has a library with over 10,000 books to encourage students to retain their reading habits. The school strongly believes in ECA as healthy education lies not only within books. Therefore, cultural activities form a vital part of the school’s curriculum.

The school owes its success to the unbeatable dedication & perseverance of its students, faculties, the commendable leadership of the Principal Mr. Ali Karam Reza and undoubtedly, the Founding Principal Mrs. Zeba Ali, who has always been the real spirit behind the institution.

Many of the students have gone beyond the border to study on merit scholarships. 100% scholarships have been achieved by students in Yale University, Berea College, Macquarie University, Brown University, USA MIT, Melbourne University of Technology, Cornell University, Villanova University, London School of Economics, University of British Columbia, etc.

#### 2.2.1 Vision

MLIS believes in commitment to academic excellence, athletics, intellectual growth and community service. Not only quality education in a global platform but it aims to build human assets for a better world.

#### 2.2.2. Mission

Maple Leaf started its journey with the agenda to educate students for a rigorous academic curriculum in a global platform & getting admitted into most renowned global institutions. The world should be an open field to its graduates with the widest of the spectrums that will help them achieve recognition beyond themselves.

#### 2.2.3 Service Units

Maple Leaf International School has total 9 buildings all throughout Dhanmondi. The requirement for such number of buildings is to provide better services. The two different sessions of January and July requires separate monitoring and non-overlapping services to deliver the desired outcomes. Also, the head offices are separately located to handle the junior section and senior



section properly. Each building has its own accounts office to deal with the specific finances and aid the parents to pay tuition fees and get proper information. Moreover, since its inception, buildings have been separate for the boys and girls from class I-IX and this has been one of the biggest reasons to rent such numbers of service buildings. The school not only provides education facilities but other services like higher education counselling, lab facilities that are state of art standard in the country, transcript and foreign documentation services, ECA and athletic. The school also provides networking through Duke of Edinburgh's International Award, a non-formal education framework that enhances the global networks and creative skills of the students.

## 2.3 Management practices

The techniques, initiatives and ideas that are employed by the managers for improving operational productivity are known as management practices. In order to sustain a successfully in management career, managers must understand and invest in uplifting management practices. In order for management practices to work, both the managers & the employees must give equal efforts.

### 2.3.1 Leadership Style

Leadership styles refers to behaviors shown by leaders to influence, inspire and guide employees where the style of leadership of the person in charge impacts how plans are executed to achieve specific goals. It takes into account the expectations and requirements of stakeholders, along with the health and well-being of the team. (The CEO Publication, 2023)

Coercive: This kind of leadership style is preferred when a problem requires an effective solution on an immediate basis. For example, during the COVID-19 vaccination process, some of the students who were scared of the needles, fainted. The respective supervisors and class teachers decided to allow their parents inside the center as a case of emergency.

Affiliative: To ensure the creation and maintenance of a positive work environment for the employees, the management also follows the following leadership style. This works great in conflict resolution and building team harmony. For example, teachers deal with students as per their need. However, the conflict arises when supervisors pressurize to follow strict guidelines. Sometimes, creative resolutions like letting the kids sing during class breaks or drawing on the board helps relax the boredom and makes the kids prepared for the lecture better.

Coaching: The kind of leadership style is followed by MLIS, for ensuring the personal growth of each employee. The school works closely with each individual to attain greatness, which benefits those workers who are willing to grow. For example, the supervisors resolve queries and suggest improvements for employees working under them. During the online sessions of COVID lockdown, teachers were offered training sessions from the British Council. They were also aided by IT experts who were hired to develop the school's education interface.

Autocratic: This is the most practiced leadership style in Maple Leaf, as most of the decisions are formed centrally by the principal himself.

The above mentioned leadership styles are applied as required based on the circumstances faced. The aim is to achieve higher productivity as a team.

### 2.3.2 Recruitment process

Two essential steps in the employment process are recruitment and selection. These help the organization to identify the best fit for the job requirements. The process of selection entails scrutinizing candidates till the best of the bunch has been found. A job description is to be written, advertisement of the position must be done, followed by screening candidates. Later, interviews are to be held, where evaluations are administered. Than finally, the best applicant is being

selected. In Maple Leaf, the advertisements are given in their official website, Facebook page and BD jobs for hiring candidates. There are two ways of recruitment in the school.

Formal- this is where candidates are called for a written test based on their CV. Especial focus is given on solving Mathematics and English Language papers for O' levels papers. If any candidate can solve up to 70% of the paper, they are considered eligible for the final interview with the principal. Subject teachers who are interested to join Bangla or other subjects are tested based on their specified subjects. The final interview with the principal is a test for spoken English/Bangla (as per subject requirement). Also, it is a test for self-reflection and showcasing the experience of the candidates.

Informal- this is done when a large pool of employees are required at once, and internal networking can speed up the recruitment process. For example, during the COVID, many senior teachers died. Many administrators and supervisors could not attend duties and maintain overtime for online class scheduling. As a result, recruitment was done through the Alumni database based on A' level results and through reliable acquaintances of former lecturers. To further speed up the process, online written tests and over the phone interviews were conducted.

### 2.3.3 Performance appraisal and employee evaluation

Every year, the annual performance level of every employee is evaluated based on their productivity in performing their duties and how much value does that add to the school's growth.

Each employee is evaluated based on few aspects.

Criteria	Points
Teacher's conduct with the students/parents (rude, gentle, loud, etc)	10
Spoken English during duty hours (uses too much Bangla, sarcastic/inappropriate choice of words)	10
Conduct with colleagues (backbiting, spreading rumors, etc)	10
Teamwork and learning efficiency (aiding with markings, fast script checking, better capacity at preparing study notes, etc)	10
Punctuality (number of days late, timely submission of leave applications, on time distribution of copies checked, etc)	10
Integrity and biases (bias towards a specific student/colleague/parent)	10
Flexibility in adjusting responsibilities (shifts in senior/junior sections or mock tests or different service units)	10
Capacity of following school rules (proper dress code, calmness in interactions)	10
Maintaining confidentiality and organization citizenship behavior	10
Not engaging in any private tuitions of current or future possible students of the school.	10

*Table 1: Teachers' Evaluation Chart*

As shown in the above table, for evaluating teachers, this form is used by the supervisors and a total of 100 points are considered. If any teacher scores less than 60 points, he/she is counseled with a senior/coordinator/principal and the lacking are tried to overcome. If the results do not improve over a semi-annual monitoring, then the required actions are taken. All the employees in the school including admins, supervisors, and coordinators are evaluated by their seniors (under

whom they are appointed) and the evaluation are matched against a random sampling of a group of people that includes anyone from the workplace.

#### 2.3.4 Compensation Policy

Salary: this is kept confidential between the employee and the Principal. However, as per the rules, a minimum of 12,000 BDT must be paid to any employee working above the position of guard/maid.

Other benefits: since it is a private school, no other benefits as gratuity or provident fund are provided. Any rise in the pay or change in senior sections for upper scale salary must negotiated with the principal.

Revised salary: after every annual evaluation, employees scoring above 60points are given a rise in pay of 1,000 BDT and above based on the scale of duties performed.

#### 2.4 Marketing Practices

As a pioneering English medium school in the country, Maple Leaf has marketing strategy that differs to that of any other school in its competition.

- Its biggest marketing strategy is the arrangement of girls and boys classes separately in different buildings. From class 1-9, this system gives parents the hope of better safety, ensures better guidance in the adolescence phase and nurtures stronger friendships amongst students of the same gender rather than bullying. This also serves the Islamic view of the state and encourages families of traditional mindset to admit their kids here.
- Another best brand building strategy for the school is that it provides exam centers during the O and A level exams in its own premises. That it, the school has two auditoriums for conducting the board exams and this facilitates its students to give the exam in a relaxed

and known environment rather than taking the hassle of travelling long distances to separate exam centers.

- Last, but not the least is its state of art Chemistry Lab facilities that no other school provides in Bangladesh. The expert lab assistants and detailed lab classes makes it easier for students to learn applied knowledge in Chemistry and take future subject specified decisions.

## 2.5 Financial Performance

The financial performance of the school has been consistent over the last 50 years. It had consistent growth before and after the COVID shock. Since, it does not publish its financial statements publicly, it is a hindrance to provide ratio. However, based on the information of the admission process, a short summary can be provided from playgroup to class 9.

Class	Tuition fees
Playgroup	6600
Nursery	7200
KG 1	7800
KG 2	8400
1	9000
2	9600
3	10200
4	10800
5	11400
6	12000
7	12600

8	13200
9	13800

*Table 2: Monthly Tuition fees as per 2023*

A special consideration of half tuition fees is provided to the students whose parents are employed in the school. This forms a bigger network of workplace flexibility and loyal employees. The admission fee of BDT 58,000 must be paid and considerations are made in case of extraordinary performances by students in a consistent manner.

## 2.8 Industry and Competitive Analysis

Maple Leaf International School has been in business for more than 50 years. It has an established brand value as well as, glorious record of continuous achievements. The hands behind the wheel, the founding principal Mrs Zeba Ali, received the Pearson Lifetime Achievement Award on 11<sup>th</sup> November 2023 for her endless dedication and efforts in establishing British education in the country. This shows the market position it holds amongst the English Medium education institutes.

### 2.8.1 Porter's Five Forces Analysis

Porter's Five Forces Model, a tool that measures the industry's competitive environment in which the business is performing. (Vaidya, n.d.)

**Rivalry among Existing Competitors: (Moderately High)** Maple Leaf faces intense competition with other schools like Mastermind, Scholastica, South Breeze, Sunnydale, etc. Due to undifferentiated product line and similar quality and due to rise in tuition fees, the market competition is heating up hence the rivalry amongst existing competitors is moderately high. However, Maple Leaf is considering in diversifying its education services that channels global networking in order to differentiate its services so that it can achieve highest market position.

**Bargaining Power of Suppliers: (Very low)** the school has an established brand value of over 52 years and its suppliers such as the admins, teachers, staffs, etc. have very little bargaining power for the services they provide. Even after being in a nearly non-negotiable state, suppliers (teachers, admins, and staffs) do get an opportunity to make a fair bargain regarding their expected salaries based on their educational qualification and experience in the field of work.

**Bargaining Power of Customers: (Moderately High)** There are several different existing schools in the market such as Mastermind, Scholastica, South Breeze, Sunnydale, etc who offers great quality services at an affordable price range hence the bargaining power of customer is really a concern.

**Threat of New Entrants: (Moderately Low)** the threat of new entrants is moderately low due to high entry barrier, lowest tuition fee offerings, etc. Besides, the company is already established, possessing years of experience and trade secrets, good relationship with academic institutions and education boards which is a time-consuming process for new entrants to achieve. (Alauddin, 2018) The high investment cost and majorly occupied market, with inflation and unemployment rates rising in the economy, it is quite difficult for any new comers to survive.

**Threat of Substitutes: (Very Low)** there are almost no alternatives for students studying in an English medium school. Shifting to Bangla medium or Madrasa is difficult and hence, substitutes are only few.

### 2.8.2 SWOT Analysis

SWOT Analysis is a framework which helps to find out an institute's strong footholds, loop holes as well as probable externalities and broader scopes. (Community Tool Box, n.d.)



#### Strength:

- Maple school has a sustainable competitive advantage of recycling the books and copies of old students and circulating it to the needy ones. This is one of the best community practices and helps students learn to give back and reduce wastages at an early stage.
- The schools is the pioneer of establishing British Education in Bangladesh. This gives a very strong foothold in the market positioning and acts as a first mover's advantage.
- It has sufficient financial resources and retained earnings due to its long lasting ever-growing business operations. Such funds are helping it to diversify its networks and services to cope up with the ever changing academia.
- Since it is a well-established business, it has strong brand image, good relationship with industry specialists, skilled manpower and strong market position. People who have admitted their kids in MLIS at the early years of its operations have a generational commitment towards it. As a result, the sourcing of customers are easy and CLV (customer lifetime value) is very high.
- One of the biggest benefits for its workers is that it offers 50% tuition fee waivers for their children as an indirect financial aid and it reduces a huge monetary burden for them in such times of ever increasing living costs in Dhaka.

#### Weakness:

- The school has an undifferentiated service line which can be extended by utilizing financial resources to invest in new courses or to create gateway to international platforms to help its students and outsiders and enhance its services.
- The school is heavily dependent on its supply of teachers who are in majority, alumni of the school.

- It should invest in market data consultancy to know the upcoming trends better for foreign education before its rivals.
- The starting salary of teachers is very low to that of the market standard. The school defends it by providing lowest tuition fees to its customers and hence, cannot offer high salaries. The argument still remains that with its 50+ years of retained earnings, it can offer a better amount to its staff.
- The scattered buildings all throughout Dhanmondi area is a big reason for internal traffic at peak hours and creates confusion among new customers (parents) to locate. A centralized building can heavily add to its productivity.

#### Opportunity:

- A great potential lies ahead in international market for the immigration of its students and bring in further honor to the school. This will open gateways for the teachers also to apply for higher degrees in education.
- Demand in the local market for Edexcel and Cambridge education is increasing as people prefer the curriculum better and think it to be hassle free than that to the uncertain changes made in the Bangla medium curriculum.
- As Bangladesh is in its phase of demographic dividend, the market is expected to increase.
- The institution is planning to centralize its buildings by the year 2030, one for the girls section and another for the boys. In this way, it can become more productive, scattered buildings would come under one roof giving traffic and locational aid to the nearby residents and reducing non-economic wastages.

#### Threat:

- Due to high competition, customers has a high bargaining power which means, even by offering the lowest tuition fees, there is a significant threat of them shifting to competitors if they start believing that quality is better elsewhere.
- As per the current inflation, many people find it difficult to accommodate the expenses in English Medium education. If the situation continues as such, the school might end up losing existing customers (students) who might shift to lower living costs.
- The inception of British Education with separate buildings for girls and boys has encouraged many traditional families to come to MLIS. Undoubtedly, this has acted as the biggest catalyst of the school's success and pool of students. As times are changing, the psychological aspects vary a lot these days as some people term the school's tradition as backdated, too much religious which discourages secularism and globalization, etc.
- It has been followed that couples who have become parents after the year 2014 have a tendency to rely more on home tutors and new trends of free mixing and secularism. This is a great threat for the school as quality of students are degrading and the school's traditions are being compromised.

Analysis:

Maple Leaf can easily overcome its weaknesses by conducting proper market research and taking consultancy from experts. By diversifying its education services it can prepare itself for upcoming threats and increase opportunities in international markets. Using its strengths like brand image, loyal customer base, market position, etc. it will not be difficult to take sustainable decisions.

## 2.9 Summary and Conclusion

Maple Leaf International School has a history of 52 years of glory. It has been run by its founding principal Mrs. Zeba Ali till year 2000. And then her eldest son, the current principal, Mr. Ali

Karam Reza came into succession of the responsibility. The school is being led with a combination of different leadership styles such as, coercive, authoritative, democratic, and coaching and pacesetter as needed. The school follows contemporary and traditional method for recruitment and selection process as needed. It has offers competitive salary to its workers and provides schooling benefits to the children of its teachers and admins, which has always worked as a sustainable marketing policy. The school has great potential of going beyond by utilizing its strengths and opportunities.

### 2.10 Recommendations

The following suggestions are given for the school based on the overview of the chapter:

- More skilled and experienced manpower with contemporary mindset needs to be hired for effective implementation of the school's service enhancing plans.
- The school should think of investing in digital modes of work. Online classes during Covid opened a gateway for it. Now, it should be concerned on reducing paperwork and shift to digital modes of data transmissions.
- The marketing team needs to put more focus on analyzing the market trends and demands to avoid unwanted advantages gained by rivals as per the market condition.
- Liquid assets need to be utilized properly for the school to achieve a sound financial condition.

## Chapter 3 Project Part

### 3.1 Introduction

This paper is created in order to accomplish a portion of the internship program's requirements for my Master Degree in Business Administration, as approved by BRAC Business School, BRAC University. This three months long internship program aims to provide students a practical hands on experience to implement their academic understandings and finally, prepare a report on it and submit it to the respective department. I joined Maple Leaf International School as an Intern in the HR department on a contractual basis for three months to fulfil the aforementioned requirements. My joining date was on 7<sup>th</sup> September, 2023 and continued my internship at the company till 7<sup>th</sup> December, 2023. Following the discussion with my supervisor, the topic that has been chosen for writing the internship report is “Improvement of the Existing Recruitment Process of Maple Leaf International School.” My supervisor, Dr. M. Nazmul Islam and co-supervisor Dr. Syed Far Abid Hossain have been really co-operative in guiding and supervising in the preparation and completion of the report.

#### 3.1.1 Theoretical Background

Amongst the many functions, recruitment & selection is one of the crucial functions of Human Resource Management on which the success of a business relies. (Karim, Bhuiyan, Nath, & Latif, 2021) Recruitment and selection process refers to discovering those abilities and expertise in candidates that best fit the job responsibilities and selecting those who most closely meet the requirements of available positions or newly created jobs, identifying and drawing in competitive candidates using the most effective strategies, sources, or headhunting environments. (Vasile & Zhan, 2020) Rapid urbanization and industrialization have made its impact on HR functions as well where the old 40 processes are being transformed into modern techniques. (A.Sarada, 2018) Social networks and new technologies are being used by companies in pursuit of new employees

and the trend is expected to grow in future. A recent study reveals that online recruitment and selection processes save time and money, yet the abundance of information creates a lack of credibility for employers. Many organizations still perceive social media platforms as an addition to information rather than a replacement for other conventional methods of hiring and selecting candidates. (Silva & Machado, 2023)

### 3.1.2 Objectives

The specific objective of this paper is to assess the recruitment and selection procedures followed and initiatives taken by Maple Leaf International School and identify areas that requires further improvement or change. For achieving the primary objective, the aforementioned secondary objectives need to be followed:

- Diagnosing the lacking in the recruitment procedure of Maple Leaf
- To connect and apply the academic learnings within the current HR practices of the school
- To offer recommendations and necessary suggestions for the improvement of the current recruitment procedures of the school.

### 3.1.3 Significance

The report has been prepared with the purpose of analyzing and evaluating the recruitment process of Maple Leaf International School to find out the flaws in the existing policies and procedures in the company. On the basis of the identified shortcomings through personal observation, necessary recommendations and suggestions will be offered to make improvements which are ultimately beneficial for the school. The recruitment and selection procedures are essential for understanding the nature of their service and quality assurance. Therefore, the findings of the report will help the company to make room for improvements in the future.

### 3.2 Methodology

In the preparation and completion of the report, both sources of data (primary & secondary) have been used. Primary sources refer to the personal experience and thorough observation achieved during my internship at the school along with necessary information extracted from having detailed discussions with the academic supervisor to the coordinator. On the other hand, secondary sources of information include the website, newspaper articles and scholarly journal articles.

### 3.3 Analysis of Recruitment and Selection Process of the School

The recruitment and selection process are a crucial component for the success of a company. The HR department of Maple Leaf pays keen attention to the hiring process of the company making sure it is aligned with the vision, mission and strategies of the business. The department is in charge of talent management processes to find the right employees who will be able to contribute in the achievement of the school's success. The following steps help recognize the process of traditional recruitment process of the school.

Step 1: Position clarification to be filled by the respective classes/buildings

Step 2: Update of job description and job specification

Step 3: Publish the circular on its official website

Step 4: Collect resumes and shortlist potential candidates for written test/ viva voce

Step 5: Shortlist potential candidates for final interview (only if required)

Step 6: Select the most suitable candidate

Step 7: Prepare recruitment approval document and get confirmation

Step 8: Take necessary preparation for onboarding process

The first step of the recruitment and selection process starts by getting request, along with clarification from respective building supervisor along with details such as number of vacancies, position name and deadline for filling up the vacant positions. The head of HR department sometimes negotiates the deadline if the duration is insufficient since the whole process is time consuming. In the next step, a job description and job specification are prepared for the vacant positions which include several important information such as, department, job location, and job contract type, purpose of the position, job responsibilities, educational qualification, professional qualification, experience, age group and other required skills. Once the necessary information is on hand, the HR director and her team relies on both internal and external sources to hire required talent. Internal sources for talent refer to employee promotion, transfer and the school's alumni database. And external sources refers to employee referrals, headhunters and advertisements that gets rolled out to different job vacancy posting platforms such as, BDjobs.com, job vacancy posting groups. After that, CVs are collected within a deadline and initially screened by the HR department based on the stated requirements. Around 15 to 20 CVs that best matched the criteria are sent to the principal's office. The best ones are called for a written test. The written test or excel test is conducted for permanent positions, following that, shortlisted candidates are called for an interview. The interview is conducted by the principal himself. He talks with the candidate directly or over phone to check the spoken English and negotiate the salary. Finally, if a candidate is selected, his/her CV along with contract form is forwarded to the respective supervisor. Once the candidate confirms the acceptance of the job offer, an offer letter is prepared for the candidate to collect from the head office and an offer of employment letter is given to him on the joining date. Documentation basics include address proof, educational qualification certificates, NID proof, special skill certifications, existing and former organization profiles, along with



compensation details are registered on the joining date. In the final step, the employee is handed over to the respective building for the completion of the recruitment and selection process.

### 3.4 Findings from the Analysis

The following findings have been summarized based on the observation of the recruitment and selection process:

- The HR team consists of 4 employees only who are responsible for managing the recruitment and selection process and none of the employees have studied HR which clearly indicates there is a lack of qualified manpower. The lacking is currently being fulfilled by hiring interns who have studied HR which is a pretty good learning opportunity for students yet their lack of experience and change in interns in 3 to 6 months interval is disrupting the workflow. The lack of sufficient manpower is also responsible for communication gap in the process.
- The school's recruitment and selection process is not sufficient to determine the subject specific knowledge of candidates.
- The school is able to attract a great number of talents through job circulars and job vacancy posting portals and websites which shows that it has a great reputation as an employer.
- The salary offered by the school is really low compared to its rivals for which, candidates reject job offer. Besides, the failed candidates are not informed about rejection and thus, qualified and backup candidates are lost in the process.

### 3.5 Implication

The analysis of the recruitment and selection process of Maple Leaf reveals both the positive and negative sides which can help it to make room for improvements in the aforementioned process.

The findings can help to discover the ongoing issues associated with process which needs to be solved in order to make the process more productive.

### 3.6 Limitations

The preparation of the report is subject to a few limitations beginning with the data that was collected through having detailed discussion with two members from the HR team who were a bit reluctant to disclose crucial information due school policy. Most of the information are confidential and not shared with anyone other than top management hence most of the necessary information could not be found. Besides, the data cannot be generalized due to the sample size being too small.

### 3.6 Conclusion

The success of a business depends on the effectiveness of the recruitment and selection process of the company which is guided by its vision, mission and strategies. Maple Leaf International school follows a very basic recruitment and selection process which has certain loop holes like subject specific knowledge of candidates cannot be understood through a generalized written test. Also, only the principal's discretion is taken into account for selecting a candidate. The building supervisor and coordinators' opinion should also be taken into account for better diversified recruitment. Moreover, rounds of interviews with top management helps to get different opinions in hiring right talent. The ultimate goal of the process is matching existing capabilities of potential recruits, in relation to the requirements in a given job which needs to be obtained at a minimum cost and Maple Leaf has been able to maintain it so far. However, the company has an increased employee turnover rate due to not being able to find the right fit within the organization culture, its vision, and mission and core values. Due to Covid, many senior experiences were lost as they were not fit to adapt the online changes. In order to fulfill these talent gaps, it will require more keen effort. The success of HR department is measured through the recruitment and performance

of the company's competent employees. Hence, Maple Leaf needs to increase the manpower in HR and invest on training them to ensure they can stand together against upcoming challenges in the years to come.

### 3.7 Recommendations

In light of the issues realized with the recruitment and selection practices at Maple Leaf International, the following measures can be implemented to enhance the process:

- The analysis revealed that understaffing of HR department has been causing some serious implications like, the job testing and candidate selection process is not designed sufficiently. A study conducted in educational institutes in Nigeria who faced similar situation revealed that strategic manpower planning can solve the issue. (Jacob, 2020) Hence, the school needs to put the same amount of importance for the manpower planning for HR.
- Inadequate recruitment and selection process is responsible for the loss of good candidates. Research conducted in eight international companies including Hilton Hotel revealed that implementation of AI in the recruitment process can help solve the issue. In view of the findings from the research, it can be recommended to Maple Leaf to use resume sorting software to save time and make the whole process faster.
- Employer branding refers to the perception of the potential candidates of what the organization stands for as an employer and is of extreme importance to the professionals these days. It has been discovered from a study conducted among business school bachelor and master program students in Russia that majority of the professionals and young job seekers are more inclined towards fair pay for fair work instead of only relying on the company image. Maple Leaf can focus on improving their image as an employer in the job

market and either increase the salary by comparing with rival companies or provide more attractive benefits in order to find the right fit. (Kucherov, Zamulin, & Tsybova, 2019)

- The school does not contact failed candidates. It is considered as a mal-practice and restricts feedbacks for better searches. A study conducted by researchers of The Kingdom University revealed that companies that promptly respond to the unsuccessful candidates through chatbots remain competitive in the job market in terms of attracting the best talent. (Nawaz & Gomes, 2019) Since, Maple Leaf cannot invest in chatbots right now, it can at least maintain an ATS (application tracking system) and maintain a database to send automatic messages to retain its reputation as an employer.

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