



# Recruitment and selection process of H&M Bangladesh

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Internship Report

## LETTER OF TRANSMITTAL

4<sup>th</sup> December 2017

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**Subject:** Request for the approval of Internship Report.

Dear Madam,

I am a student of BRAC Business School here by submitting my Internship Report, which is a part of the BBA Program of our university. It is a significant privilege to work under your continuous support and supervision. My report is based on, "Recruitment & Selection Process of "H&M".

I have gathered adequate information to make the report more logical and trustworthy. My superiors and colleagues are my primary sources of information respect to this report and also I have tried my best to accomplish the objectives of the report.

Consequently, it would be a great honor for me if you are kind enough to enlighten me by giving your valuable judgment regarding my report. Furthermore, if you find this report informative and useful, It would also be a huge pleasure for me. Thank you very much for your kind cooperation, concentration and patience.

Sincerely Yours

Duti Mohema Gomes  
ID-13304135  
BRAC University

## ***ACKNOWLEDGEMENT***

My acknowledgement begins with thanking the Almighty for all His blessings. First of all, I want to thank my internship adviser **Rahma Akhter Lecturer, BRAC University** for giving me the opportunity to do my report under her supervision and support and also for providing the necessary help for the accomplishment of my report. She gave me the chance to make a paper like this one. Thanks to her for believing me that I could do this. She made it possible for me by encouraging me in every single moment and without her constant guidance, advice and helpful nature throughout the paper it would have been near impossible to complete this so smoothly and in the allocated time. My gratitude goes to entire BRAC Business School for arranging Internship Program that facilitates integration of theoretical knowledge with real life situation.

I am also very thankful to **Nusrat Jahan Chowdhury**, my organizational supervisor who has given me her valuable time and energy in the preparation of this report. I would also like to convey my appreciation to my H&M colleagues, the people who gave me good advice, support suggestions and motivations. The amazing working environment and group commitment of this organization has empowered me to manage and to deal with a lot of things. A special sign of appreciation to the people who have helped a lot during the project and I also acknowledge all the published report and papers in websites which were required for completion of the project.

Without them it would not possible for me to complete this difficult task. I got all necessary guidelines, cooperation and advice from them to complete this complicated task.

## *EXECUTIVESUMMARY*

I have made this report on the foundation of my three-month practical experience and knowledge at “H&M”. The internship program facilitated me to learn about the real and practical scenario of a international company. H&M (Hennes & Mauritz) is a Swedish multinational clothing-retail company. The company was founded by Erlin Pesson in 1947. The company is known for its fast-fashion appeals for gents, ladies, and children. H&M and its accompanying brands operate in 69 countries with over 4,500 stores and it has employee around 161,000 people. It is the second largest international clothing retailer of the world.

The main goal of the internship course was to model practical life work setting and use them as real-world opportunity to apply knowledge gained and to progress all required skills such as, technical, analytical, interpersonal and potential qualities. I have prepared this report based on my experience and observation gathered from the company. The company has many departments but the spotlight is given more on the HR department in Bangladesh production office employees as I only got the opportunity to work in this office. My report is based on Recruitment & Selection process of H&M Bangladesh Production Office.

After knowing the real scenario of “H&M” regarding their Recruitment & Selection Process a great deal of recommendation came up. I have also given recommendation and conclusion from my perspective which is to improve the environment of the company.

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# Chapter 1

## Introduction

H&M is one of the largest fashion companies in the world; it owns many well renowned brands with high quality fashionable products. The renown H&M Brands such as H&M and H&M Home, COS, & Other Stories, Monki, Weekday Cheap Monday and ARKET all have their uniqueness to meet the customer satisfaction with the desire to meet their satisfaction. Like many other large companies, H&M also had to start from a very small, a single women's wear store in Västerås, Sweden, in 1947 and then had to struggle all their way to the popularity because of their passion, hard work & marketing strategy. From a single women's wear store, It has become a global sensation with the growth of stores and online marketing. H&M wants to make sustainable, good-quality fashion accessible to as many people as possible. It wants to make fashion sustainable and sustainability fashionable. The commitment of their employees is key to their success. They are dedicated to creating a better fashion future and scale to drive development towards a more circular, fair and equal fashion industry. It was a great learning opportunity and privilege for me to complete my internship training at H&M Bangladesh, which carries a legacy of being one of the world's most admired companies for years and counting. This report shows us the actual work life condition of H&M Bangladesh. This report is a study of the recruitment process, supportive management, and working environment in the context of H&M Bangladesh. I have emphasized on the present HR practices which is performed by H&M Bangladesh for their recruiting process.

## Origin of the report:

For BBA students completing Internship Program is a graduation requirement of BRAC Business School. The main intention of this internship program is to give an idea to the students of the real job world. The main difficulty was to interpret the theoretical concepts to real life experiences by being an intern.

The Real motto of the Internship Program is:

- Experiencing the Practical knowledge about the job responsibilities.
- To experience how the real corporate world functions.
- To compare the lessons learned in the educational institution with real situation of job market.
- To accomplish the requirement of BBA Program.

## Objective of the report:

I have written this report based on two objectives:

### Primary Objective:

The fundamental objective of this report is to give necessary information about the procedures and methods of Recruitment and selection process that is followed by H&M Bangladesh through the HR Department.

### Secondary Objective:

- a) Gathering knowledge and insights of human resource management field of the organization.
- b) Having great perception about the Recruitment process of the organization.
- c) Getting the experience of different Selection & Recruitment processes, which are being followed by H&M.
- d) Relating the theoretical insights with the practical life situation of the Recruitment & Selection process of H&M Bangladesh.

## Scope of the study:

This report, based on a real life case study, focuses mainly on the real scenario of the selected organization. As a result, the scope of this report has some limitations. Firstly, one of the scopes of this report is to gain practical experience about how researches are conducted in the business organizations. Then, this report covers the human resource processes especially the Recruitment & Selection processes which are being followed by H&M Bangladesh. This report covers my understanding of real life scenario of the business world through getting knowledge from H&M Bangladesh. Due to this report being a part of my academic program, this report is unable to have in-depth analysis of the human resource management activities of the H&M Bangladesh.

## Significance of the study

This report will be beneficial for HR department of H&M Bangladesh and its employees through my reflections of their HR policies and how they can improve it. Some of the recommendations I am going to propose in this report might be helpful for the company to be more effective & deduct their flaws to perform better as a company.

## Methodology

This report has been followed a systematic procedure, starting from selection of the topic to final report preparation. One of the fundamental parts was the identification and collection of data. Those data are then classified, analyzed, deduced by following the procedure mentioned to get the important points. Moreover, the overall methodology is going to be explained further in this report.

## Sources of Data:

Information are gathered from both primary and secondary sources -

### Primary Sources of data

- By observing the company.
- By discussing with authorities and concerned specialists.

## **Secondary Sources of data**

- Newspapers
- Internet
- Textbook
- Annual reports of H&M

## **Collection of Data:**

I have collected the primary data from observation method, face to face communication with the authorities and concerned specialists.

The secondary data I have collected from H&M Bangladesh websites and other related websites and documents.

## **Limitations**

### **Confidentiality:**

To prepare of this report writing posed few inhibitions. Firstly, H&M has strict policies regarding confidentiality and maintains an ideal standard of security discipline. The IT department constantly monitors and supervises to make sure security of information. I had very limited access to the security information.

Secondly, my responsibilities were very confidential and restricted. So it was difficult to collect the proof of the writings evidence.

**Time limitation:** Time is a big factor to make this paper more acceptable. However I will make a start to make this paper as effective as possible.

## Chapter 2

### Company Background

H & M was founded in 1947 by Erling Persson. The first store of H&M was opened in Västerås of Sweden. The name of the shop was Hennes and it used to sell women's clothing. Persson acquired Mauritz Widforss in 1968 and the name was changes to Hennes & Mauritz. Today H&M has over a hundred and sixty thousand employees and has over four thousand stores in 69 countries. It is now the second largest clothing store in the world and is just behind Inditex which is a Spain-based company. H&M has an online store in 32 countries.

H&M became a public company in 1974 and was listed on Stockholm Stock Exchange. The first of H&M outside Sweden was opened in London in 1976. From then H&M began to continue its expansion across Europe. It began online operations in 1998. In 2000, the first H&M store outside Europe was opened in the United States.

H&M home stores was opened in 2008 and with that they began their journey with home furnishings. The company expanded their operations across Asia and the Middle East and launched the brands COS, Weekday, Cheap Monday and Monki and was ranked as was worth around \$15 billion. And in 2013 the number of stores reached around three thousand.

As for being the world's second largest fashion retailers, there are endless opportunities in H&M Bangladesh. But what truly make H&M stand out are our remarkable employees. From stylish Sales Advisors and Visual Merchandisers to computer whizzes and business aware planners – all wits employees share a great ambition and an anything-is-possible attitude. Not to mention an excellent eye for fashion. It's thanks to them that H&M has grown – with over 4500 stores in more than 69 markets worldwide. And they are continuing to grow.

## Values of H&M

H&M is a complete value-driven company. Its values reflect the heart and soul of H&M. They define what it takes to work here and how we do things. When a person communicates globally with colleagues and customers this value helps them to develop and grow. H&M has seven values. They are:

- *We believe in people*
- *We are one team*
- *Constant improvement*
- *Straight forward and open-minded*
- *Entrepreneurial spirit*
- *Keep it simple*
- *Cost conscious*

People are H&M's success, and are committed to being a good employer. By providing a fun, creative and dynamic workplace, they all grow together. H&M's offers each individual employee fair wages, freedom of association, fair working hours and to equal opportunities

It has a strong ethical approach. This means that the company takes a clear stand against discrimination and harassment wherever it operates. Their workforce holds great variety in terms of gender, age and ethnicity which are great assets for H&M.

At H&M, they endorse the "open door principle", which gives every employee the right to discuss work-related issues directly with management. Their employees also have the right to collective bargaining. It constantly strives for good relations with employees as well as employee associations and trade unions.

## H&M Vision & Strategy

H&M's vision is "To leading the change towards circular and renewable fashion while being a fair and equal company"

This is built on three ambitions:

### **100% LEADING THE CHANGE**

- Promoting and scale the innovation
- transparency
- sustainable actions rewarding

### **100% CIRCULAR & RENEWABLE**

- A circular approach to how products are made and used
- Recycled or sustainably sourced materials should only be used
- Use only renewable energy in our value chain

### **100% FAIR & EQUAL**

- Fair jobs for all
- Stewards for diversity and inclusiveness



## Brands of H&M:

H&M include several clothing brands such as Monki, Cheap Monday, Weekday, COS, & other stories which have their own stores and they also have their online stores. H&M also include home ware brand H&M home. All their brands have their own identity. With these brands H&M offers a wide variety of products for people of all price range.



### **COS (Collection of Style)**

COS founded their flagship store in March 2007 on London's Regent Street. They work with minimalist style which is inspired by design, graphics and architecture. They are basically specializing in modern clothing patterns for gents and ladies that are less trend-oriented. COS has 197 stores in 34 countries and it currently operates online to 19 markets in Europe, Asia, North America, the Middle East and Australia by [cosstores.com](http://cosstores.com)

### **& Other Stories**

In 2013 & Other Stories was launched. & Other Stories is a brand of H&M which offer everything for women such as shoes, bags, accessories and beauty products. It was founded in 2013. They have seven stores across Europe. On 8th March 2013 stores on Regent Street and other locations such as Barcelona, Berlin, Copenhagen, Dublin, Milan, Paris and Stockholm were opened. & Other Stories has 46 in 12 countries 14 stores online at [stories.com](http://stories.com)

## **ARKET**

ARKET is a modern-day store that offers products for men, women, children and home. ARKET was founded August 2017. The Head Office is in Stockholm. ARKET has only one store and 18 online stores. The mission of ARKET is to produce durable products that can be used and loved for a long time. Arket stores also include a café

## **Cheap Monday**

Cheap Monday is a fashion brand launched as a jeans brand in 2004. It has been a part of H&M since 2008 The trademark of Cheap Monday is Skinny Jeans since their launch. Cheap Monday offers a wide variety of denim and fashion collections for both men and women. They sell their products through 2000 retailer stores and three of their own stores. They have 18 online stores at *cheapmonday.com*.

## **Monki**

Monki is a clothing store targeting young women. The first store of Monki was opened in 2006 in the Swedish city of Gothenburg. Monki became a part of H&M in 2008. The 100<sup>th</sup> store of Monki was opened in 2005 in China. Monki has 115 stores worldwide and has 19 online markets at *monki.com*.

## **Weekday**

Weekday is a denim brand for young adults. Weekday was founded in 2002 and has been a part of H&M since 2008. Initially after launch it used to be open on only Saturdays and Sundays. With popularity Weekday started to be opened seven days a week. Weekday has 30 stores and 5 store markets. It also has online stores in 18 markets at *weekday.com*.

## Production

In the Production Organization H&M transform design ideas into actual products; always with the ambition to offer all products at lowest cost and shortest lead-time whilst improving customer-perceived quality for the brands and concepts. It secures that it produces safe products and remain in the forefront of sustainability.

Production is spread out on 3 continents with offices in sourcing markets across Europe, Asia, and Africa. H&M works in a matrix organization where the Head Office for Production is located in Hong Kong.

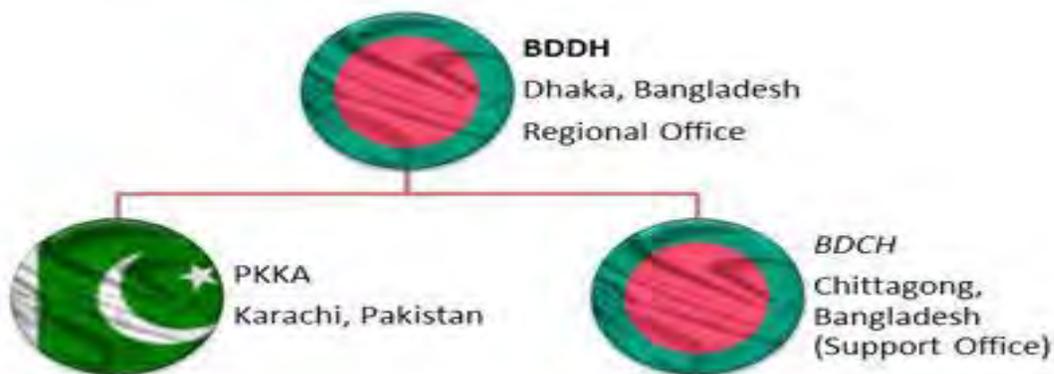
## Country Organization

The main purpose of the Country Organization is to legally represent the Company in the country and to ensure a sustainable platform which enables H&M's business development in the region, both short and long term. The Country Organization guarantees stability and secures that we are in the forefront in every country we purchase. Different support functions belong to the Country Organization; Office Operations, IT, Human Resources, Sustainability, Accounts, Shipping etc.

## Bangladesh Region

Bangladesh Country Organization consist of three offices; BDDH, BDCH and PKKA. The production offices in Bangladesh region reports to the regional office located in Dhaka, Bangladesh.

Chittagong is a support office which means they only do quality control and CoC. No merchandising.



H&M Bangladesh PO's Talent and HR Services offers three distinctive and integrated offerings, all underpinned by our market-leading capabilities and tools:

- **Talent Services:** Provides innovative solutions across the end-to-end employee life cycle by aligning talent requirements with business objectives, and by increasing productivity and overall workforce performance. We have distinctive assets in this space, including workforce planning, talent acquisition, mobile learning and Accenture Academy. This offering also draws upon our assets in Talent and HR Analytics.
- **HR Services:** Provides end-to-end solutions for HR organizations, from HR strategy through HR operations, powered by IT and Cloud solutions. We leverage our strong alliance relationships with leading SaaS providers, and we invest in next-generation HR operating models and integrated process models.
- **Talent and HR Analytics:** Powers our other offerings to help clients address their workforce issues, identifying and measuring key performance indicators from Big Data HR sources, helping to drive greater engagement and retention of critical talent, and better overall workforce performance.

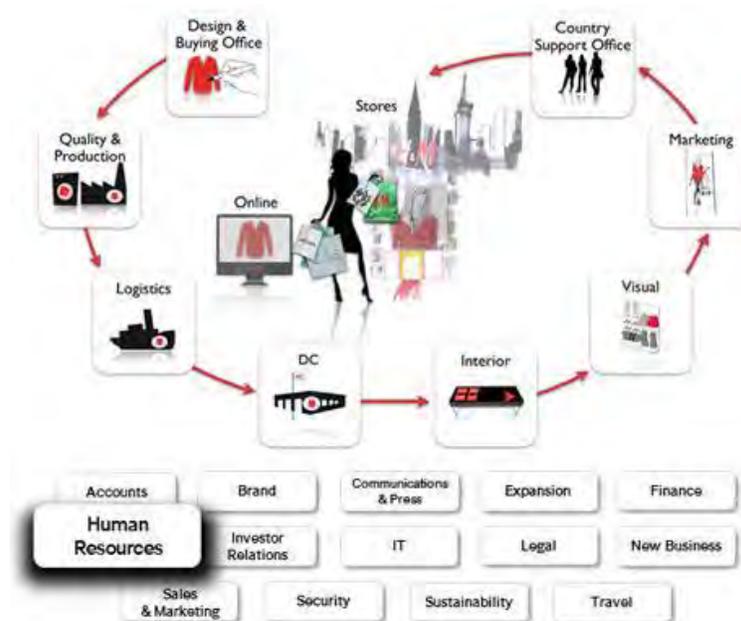
## Human Resources Department

At H&M, HR actions are followed by a vital respect for the individual (AR1 2008). This is applicable for every part from fair wages, working hours and for development and growth within the organization. The company's success is closely linked to the continued development of everyone working in the company.

### What does the HR department do?

Staff management is an important task for our HR departments. The HR organization is a *Great Place to Work* supporting part connected to all departments within the H&M group. There is at least one contact person for you and your department.

- The HR department of H&M Bangladesh Production Office secures very important roles starting from Recruiting potential candidates, working on staff policies, managing expatriates, compensation & rewards for employees etc.
- The goal of the HR department is to align every HR activities with the Global Guidelines of H&M that is maintained by all the Production Offices of H&M and together working to achieve the title of globally.



## Chapter 3

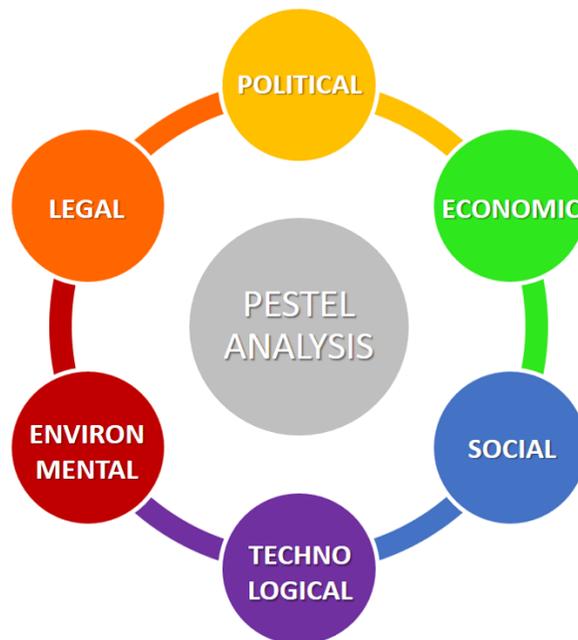
### COMPANY ANALYSIS

#### Literature Review

While analyzing the factors for any company analysis for any business organization working as a functional unit of any organization it is very important that proper attention has been provided regarding the acknowledgement of the factors. At first the factors for SWOT analysis could be taken under the light. Organizations must continually adjust maintain optimal function (Christiansen 2002). Several techniques could be taken under consideration for to properly analyze the organizations competencies and through that a structured decision could be made to optimize and take advantage of the environment for the organization. One of these technique is the SWOT analysis technique. This method assists to realize the organizations strength, weakness, opportunities and threats by analyzing several factors. According to Kahveci and Meads in 2008, SWOT analysis has been used extensively nowadays and it has been considered as one of the core vital technique. SWOT analysis has been considered as one of the most efficient precautionary business tool for strategic business planning and portrays optimized results if performed and executed by a panel comprising of experts who are able in visualizing the organizational aspects in critical and complex structure. According to Gibis et al. (2002), SWOT analysis is a technique to strategic planning. It is performed by experts who can evaluate the company from a critical perspective. This panel could be comprised of experts possessing versatility in backgrounds such as leaders, board members, medical professionals, technical experts, business professionals etc. There are several aspects in which the experts execute and run their expertise such as utilization rates, performance measures, outcomes and financial measures etc. gain, there is also another analysis which has already proved its essentiality as well as SWOT analysis, that is PESTEL analysis. There are a scattered module of factors affecting the which could be set into a structured format by applying PESTEL model. According to Amanda (2008), all these factors could have condensed and comprised to provide and analyze the significance and correlation among these and formulate and justify these factors under the aspect of the business organization. The final analysis tool that has been used for this paper is porters five forces model which is also considered to one maestro tool for the analytical purposes. These Five forces are the threat of new entrants, supplier power, buyer power, rivalry among the

established firms and threat of substitutes. According to McGanan.A. N (1997) the intensive observation of these forces is the core determinants for the assessment and area of improvement towards the competitive position of the organization.

## PESTEL Analysis of H&M (Evaluate the external environment)



### Political

As companies initiate to expand worldwide, it needs to recognize the acts of each state. As each state conventions are diverse, its musts to take distinct attention before inflowing and financing into a new marketplace only to prevent violation of any of them. This is intensively true mostly in the case of import and export of goods and services. This is also very huge in impact while in the selection of suppliers or even switching the suppliers for to manufacture and outsourcing. Moreover, laws considering corporate social responsibility like minimum wages, child labor and several environmental urgencies also affect the growth of the organization.

## **Economic**

Due to inflation, the outlays of raw resources as fiber are felt internationally. This forces producers to upsurge their making cost and potential incomes altogether. The recent economic catastrophe has disturbed custom expenditure patterns, compelling associations to thrust their retail costs truncated to encounter consumers' inferior spending power.

## **Social**

Distinctive cultures obligate different fashion senses, as in while customers in Europe embraces „fast Fashion“, Clienteles in Asia Singapore accepts fashion at a slow stride. To apprehend „native fashion“, most businesses depend on home-produced or intramural sales staffs to gather up the newest steps to reform their merchandises. Moreover, customers altogether are growing more aware about the ecosystem, which inspires the manufacture of ecofriendly/sustainable products.

## **Technological**

As technology cultivates, customers are becoming more knowledgeable of their consumption options. Every individual now are capable to approach the web to congregate information, encounter friends as well as buying online. Hence it is not unanticipated that businesses are modernizing their websites to gain more attention. Some corporations are engaging the modern IT systems to advance operational effectiveness and efficiency.

## **Environmental**

H&M is a enormous in retailing so it is always in limelight. It has to be very cautious in whatsoever engagements it yields. It makes certain that from whichever nation it is obtaining its merchandizes there are no ecological menaces tangled in the production of these merchandises. The plants are ensuing environmental regulation, there is no proscribed clearance of water.

## **Legal**

It makes obligatory to all its traders to obey the nationalized regulations of the states in which they function, and if any of H&M's requirements are in disagreement with the state law then they has to be informed. No child employment is acceptable in the production of business's products. It shall be guaranteed that the plant has safety and emergency exits, fire alarms, fire extinguishers and other paraphernalia. Other rudimentary rules will be applied concerning the appointment of employee on his/her individual free will and not making any involuntary contract, also not signing any unlawful individual. There will be equivalent employment prospect of all genders, race, cast and religion. All personnel will be provided wages, welfares and leaves that they are allowed to according to their position. H&M also executes systematic fiscal inspections to sustain translucence in operations.

### Porter's Five Forces of H&M (Evaluate the internal environment)



### **Threat of entrants (Low)**

On the point of view from the Global perspective, it will be challenging for new entrants to acquire huge economies of scales without investing huge opening investments, which includes research as well as development expenses, inventories, startup fund and cost for advertising etc. Huge international brand like Zara and H&M has already founded strong footholds globally and with numerous years of experience to prevent new entrants. To make a position in the fashion industry is also very difficult for new companies to differentiate their new products. So, I would like to conclude that threat of entrants is low for H&M.

### **Power of buyers (High)**

H&M's bargaining power of buyers is high because there are several alternatives like Zara, UNIQLO, FOREVER 21, Gap, etc. Furthermore, for buyers there is little or no switching cost implicated to selecting fashion desires. Therefore, the bargaining power of buyers is high for H&M. So, H&M should be careful about their buyers.

### **Power of Suppliers (Low)**

There are numerous suppliers for H&M as a result he is bargaining power of suppliers is low., H&M have more choices of sourcing. Moreover, they are getting good quality of products from the suppliers from the cheap labor markets like China, Bangladesh and India and the switching cost is also very low as there are huge number of suppliers are available.

### **Competitive Rivalry (High)**

Rivalry among the competitors is high cause there are both large and small number of competitors in the same business sector as H&M. H&M needs to compete every second with its competitors to sustain in the fashion industry.

### **Threat of Substitutes (Low)**

The threats of substitute products are low as because clothes are irreplaceable. As because the online competitors are eroding sales from H&M physical stores so H&M is presently developing

its online sales markets. Moreover, the loyalty of the customer of H&M is very high so I would like to conclude that threats of substitutes are low.

## SWOT ANALYSIS

# SWOT ANALYSIS OF H&M

### Strengths

- ▶ Cheap but fashionable clothes
- ▶ Strong brand image
- ▶ Great location of the stores
- ▶ Well developed marketing skills

### Opportunities

- Teen Market
- Online Shopping
- Emerging market  
E.g. Asian markets

### Weaknesses

- ▶ Depended on supplier
- ▶ Most corporate decisions are made internally

### Threats

- Recession
- Competition like Zara, Gap
- Rising labor cost at china, India & Bangladesh

### Strengths

H&M is a well-known fast fashion retailer for its cheap but fashionable apparels for men, women and kids. It has a strong marketing arm which has managed to increase the brand responsiveness among the customers globally. Furthermore, the company's assurance to procure sustainable materials for product design has created a improved brand image. H&M always ensures their product designs are exclusive and not copies from the other brands. thoughts. H&M is as well a part of initiatives of governing fair pay and hazardous materials discharge. These assurance helps H&M keep their brand image strong. Moreover H&M operates in North America, Western Europe, Nordic Europe and Asia and they have maintained a strong market position and a good customer satisfaction.

## **Weaknesses**

H&M is completely depended on the outside suppliers to produce their products. Outsourcing can become a threat to H&M. H&M has about 700 independent suppliers globally. The corporation has partial control over the factories. This issue can lead to low quality products and which can reflect badly on the brand image. Moreover, for being a family own business most corporate decisions are taken internally, which may prevent external ideas for further growth,

## **Opportunity**

H&M always focuses on producing women, man and kid's apparels. There is a good opportunity in teen market also. They should also produce clothes for teenagers. Also, H&M should extend their online markets, as now-a-days people are more into online shopping so H&M should focus on the online shopping markets. They should also focus on the Asian markets. There is a huge possibility for them.

## **Threats**

the cost of raw material can greatly affect by Inflation and Currency rate and it changes production cost as well. In addition, with China's destructive product piracy, H&M's product designs could easily be copied. Moreover, the rising labor cost could be another threat for H&M. if the labor cost increases in China, Bangladesh and India the product cost also increase. So these are threats H&M should be careful about and have backup plan for the threats.

## CHAPTER 4

### Recruitment and Selection process in H&M:

H&M always search for high potential people who want to learn new things, flexible and flourish their career. If there is anyone who has always stood out, H&M is the best place where you can continue to excel. So here are some requirements in the recruitment and selection process of H&M

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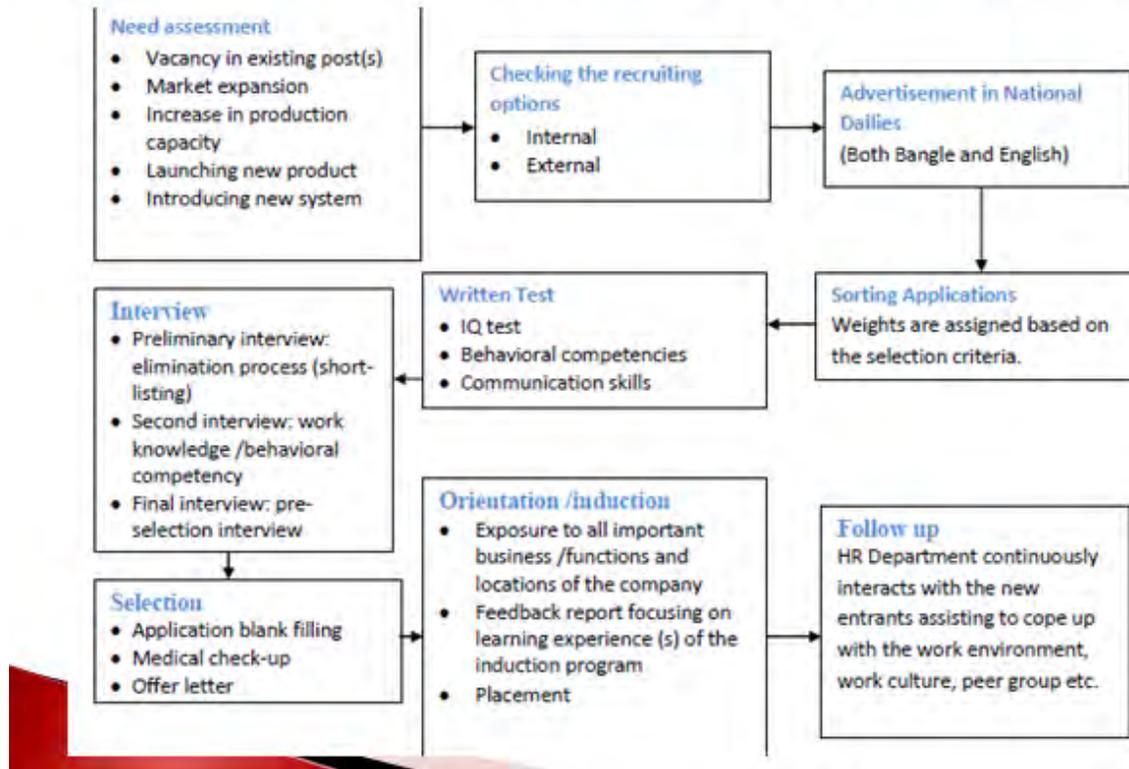
- The sole criteria for selection is merit
- Attitude is also given importance as functional competencies.
- Panel interviews are taken by Functional Head & HR Head.
- Another fundamental part of our recruitment process is antecedent verification
- For each and every one positions medical fitness is pre-requisite.
- There must be equal opportunity for everyone
- Discrimination is not accepted based on race, community, religion or sex.

## Recruitment process:

The recruitment is don't by the HR Department. The Department always works to find out the best candidate. The recruitment process starts based on Job description and job specification. There are some steps followed by H&M for their recruitment process and the functions of the recruitment of H&M are given below:

- Need Assessment
- Defining the position description
- Checking the recruiting options
- Advertisement
- Screening and Short – listing Applications
- Written test
- Selection interview
- Employment decision (Application Bank)
- Pre- employment medical check-up
- Offer letter
- Orientation / Induction
- Placement
- Follow up

# Recruitment & Selection Process Of H&M



## Needs Assessment:

Each and every vacancy needs to be questioned at first. If the vacancy is approved from the HR manager and the respective supply chain manager then the recruitment team will be notified. This process also includes unbudgeted headcounts. If there are any unbudgeted headcounts then the vacancy needs to be approved by the HR manager and Country Manager Production. All the expat hiring vacancy needs to be approved globally in written consent. The recruitment team plays an active role in this process.

Needs assessment is done when there is a vacancy of the existing post. Market expansion and launching new products also needs more manpower on the company. If the production capacity is increased more efficient candidates are needed to manage the systems. So, this are the reasons for needs assessment in the company

## Checking the recruiting options:

### **Internal**

There might be someone capable for the required job working inside the company. If they find any competent person in the existing manpower then HR department shuffled the selected person in the new post. If there is no such person within the organization, then the management goes for external recruiting.

### **Job-posting programs:**

job positioning programs informs employees about the opening and the required qualifications of the job and invite qualified employees to apply for the post. The notices are posted by email or internal communication system of the company. To seek promotions or to transfer departments to learn and experience opportunities are the purpose of this program. Mostly lower level clerical, supervisory and technical positions are offered in job posting.

### **External**

After considering the above options, the corporation goes for external recruiting if needed. Those who are competent enough and have the skills, qualifications and experience are being selected for the position. Hence, if there is no candidate within H&M, Bangladesh who fits for the role, external advertisements placed to attract the potential candidates followed by the selection procedures.

### **Advertisement:**

H&M posts job advertisements on online for posting the jobs and also managing the candidate life cycle H&M uses an online portal called **Taleo**. By posting the job in Taleo the advertisement goes directly two websites; they are the H&M career website: [http://career.hm.com/content/hmcareer/en\\_bd/findjob.html/](http://career.hm.com/content/hmcareer/en_bd/findjob.html/) and LinkedIn career page of H&M. Moreover, H&M Bangladesh Production Office also posts jobs at [www.BdJob.com](http://www.BdJob.com); Bangladesh's biggest job portal.

## **Selection Process:**

Selection process is done for the collecting and gathering information for evaluation and to decide whom to choose for the particular job.

### **Screening and Short-listing Applications**

After posting the job advertisement in various platforms, CVs are screen based on the requirements of the role. This is a tedious job which requires a very good knowledge on the Role Description and the market too. The CV's with standard cover letter are mostly appreciated. Based on the preference factors like experience educational degree, skills etc. a short-listed candidate are being selected and after that the short-listed candidates are called for written test.

### **Written Test**

The Written test is a common part of the recruitment process. It is always conducted for maximum positions. The management of H&M believes the written test before the interview process will prove to be effective to hand-picked the desirable applicant. Also, the candidate can be easily judged about the knowledge they have about the desired field.

### **Selection Interview**

After conducting the written test, the shortlisted 5-6 candidates are being called for a face-to-face interview. There, the Recruitment lead and the HR supervisor are present. There we conduct interview A preliminary interview is conducted which follows the "Elimination method. While conducting the interview we look for the basic skill requirements, personality and communication skill in the candidate. The recruitment lead and the respective have to take notes and evaluate the candidate while doing the interview.

## **Reference Check**

The reference check is basically done by the previous supervisors, colleagues and senior personal from the HR department of the candidates' previous and present organization. The reference check includes a Globally set reference check form where the candidates' referees fill up few basic questionnaires about the candidates' performance and job attitude.

## **Employment Decision**

If the applicant has no objection with the stated terms and conditions of the job which the company has mentioned and discussed in the final interview, he/she is offered an application form. The application form is a standard format of employee-information that provides all the information the company needs regarding the individual. The candidate needs to fill this form and submit it along with a CV.

## **Joining of the Candidate:**

After finishing all above steps, the chosen candidate is requested to submit his academic & professional certificates along with their previous job separation confirmation. And also the other associated documents and then follow below criteria.

## **Offering the Role:**

After the health check-up is done then the candidate is given an offer letter with specifying the pay structure, job responsibilities, utilities that will be offered by the company. The candidate has the chance to withdraw himself from the job offer even at this stage.

**Verbal offer:**

The verbal discussion should cover the following:

- Offer the candidate the role.
- Congratulate him/her.
- Let the candidate inform about remuneration package that is being offered.
- Ask the candidate if they are happy with it.
- Verbally accept the position.
- Tell them about the written letter of the offer and introductory package.

**Written letter of offer:**

Once the verbal offer is done a written letter of offer must be forwarded to the candidate. The offer letter must be sent to the candidate within two days after making of the verbal offer. At least two weeks before the person inauguration in their new position, an appointment notice will be placed on notice boards and the internet.

**Onboarding:**

After the agreement, the HR Responsible and the HR Business partner prepares the orientation schedule and training plan for both the external and internal candidates. Then the recruitment for that job's position is completed.

## Chapter 5

### My Duties and Responsibilities

I have performed different tasks in the company. I was assigned to the following jobs regularly.

Those were-

- Collect Bio data
- Screen the Bio data
- Setting up the Interview & training date
- Calling For the Interview & Training
- Making summary & proposals of the candidates
- Managing Field Visit
- Assisting the Training Program
- Collecting data from the suppliers

### My Learning Experiences

The internship I have undertaken at H&M Bangladesh has proven to be a very helpful learning experience for me and is certainly a great stepping stone when I am about to complete my graduation from BRAC. The company has a vibrant multinational working environment in its finest way. I have found great friends and colleagues who were always helpful and co-operative. Moreover, it enabled me to understand and experience the daily functioning of a finest corporate culture.

For me, this has meant dealing with the management, administrative and security issues, while working at the area where exchanging views with senior management officers became a daily routine. I am now a more self-assured employee and can give my opinions confidently. I found it

very refreshing because I was treated as an equal and I was able to perform work on all facets of the company. I have become more professional, interested to excel my career. With the much academic knowledge that I have in BRAC, none ever truly gave me the freedom or responsibility to contribute to actual hands-on work.

My learning experience includes -

- ❖ Creating my own ID and communicating through it: dutimohema.gomes@hm.com
- ❖ Using Microsoft Outlook regularly.
- ❖ Booking calendars and meetings through Outlook.
- ❖ Learnt about the different functions & Roles of the HR Team.
- ❖ Learnt the organizational Hierarchy and culture of H&M Bangladesh
- ❖ Learnt about our major stakeholders.
- ❖ Effective internal and external communication.
- ❖ Behave professionally with my colleagues within the organization and also with the external candidates.
- ❖ Learnt about how to screen CVs for different roles using online systems such as Taleo, BdJobs.com corporate portal and LinkedIn sites
- ❖ Learnt how to take interviews via telephone and face-to-face and evaluate the candidates based on their competencies and H&M's values
- ❖ Learnt how to conduct the reference checks for different candidates

- ❖ Learnt how to post jobs in various online platforms
- ❖ Made corporate presentations of various projects and how to implement them in due time
- ❖ Ability to work under pressure and completing tasks in due time.
- ❖ I've developed my skills to work in teams; helped me to become a good team player
- ❖ Taking responsibilities and fulfilling them appropriately.
- ❖ Maintaining several excel sheets properly.
- ❖ Lastly, an experience of an amazing and dynamic corporate culture.

### Working experiences with my colleagues

In all the task I described above, I always needed collaboration from people of HR department as well as other departments like IT and Admin since the tasks itself were collaborative and I found great support from my colleagues. In H&M team work is very much appreciated and their Culture is completely team work based. The word „Team“ has a very broad meaning in H&M. It doesn't only mean my immediate team HR. There's a value of H&M which says, “WE ARE ONE TEAM” which states the whole office is a team.

Apart from the work, I was extremely happy and satisfied about the friendly colleagues and amazing corporate culture of H&M. During my internship, these 3 months were one of the most productive months of my entire life. I have learnt lots of things from my seniors, I have met so many new people and most importantly, I have had the opportunity to work in such dynamic and excellent global environment with such good people. I was satisfied with my work and so was my line manager. His appreciation towards my work motivated me to work even harder in the future. My supervisor had been my mentor throughout my internship. She has had the immense patience to teach me every single task and appreciate me more than I deserved. She has

motivated me to work hard and perform in a daily basis and given me feedbacks which actually worked on me really well. I have learned a lot by interacting with my seniors and my line manager as well. I have given and apart from friendly co-workers, I have also made few good friends in H&M.

### **Challenges and difficulties:**

Initially, my main challenge in H&M was opening with everyone in the office for a better internal communication. During the first 2 weeks, it was extremely difficult for me to communicate properly; however, my friendly colleagues had made it easier for me to communicate with them for effectively. The second challenge was to portray proper etiquette and professionalism. I was not able to communicate in a professional manner. But my friendly seniors and supervisor gave me constant feedback on how to build up professional manner in the work environment.

The third challenge was to understand new and different roles to evaluate in the recruitment team. As I was closely working with the recruitment team, I had to evaluate numerous candidates for different technical roles in H&M Bangladesh Production Office. Moreover, as being an Intern, I couldn't get proper orientation for to understand each role the employees are playing in the office. That's why I had to find out ways to be clear about the roles by making lots of friends in different departments.

My supervisor and seniors were always available for answering my answers and they gave me feedbacks and heads-up every now and then. By this my analytical skills enhanced and I got to show my ideas and justify my action. Though there were no such incidences where my ethical standards were challenged since H&M has zero tolerance against the violation of the Code of Ethics guideline. But the challenges that I faced initially definitely helped to become stronger and made me learn from my mistakes.

## RECOMMENDATION

1. The Company should partake in the job fairs in there. The association can promote their brand image as a potential recruiter through its successful participation in the job fairs.
2. On campus recruiting can be another option for recruitment for of highly educated fresh graduates.
3. H&M could arrange seminars in the top business schools for the entry-level positions.
4. H&M should provide online CV-posting system which is a very widespread and effective practice used by the uppermost business organizations.
5. Several internship opportunities should be provided so that there are enough scopes would be created.
6. There should be year-round recruitment policies. So that most fit candidates could be taken under consideration.
7. Probation period feature should be aggravated more intensively.

## CONCLUSION:

If I were given a chance to redo my internship in H&M Bangladesh, I would definitely do it all over again any day. Because it was a great learning experience for me and I am grateful to my supervisor and more importantly, my team as a whole, for their constant help, support. In conclusion, I would like to mention that I have had the opportunity to work under some very talented people and an amazing supervisor. I have learnt many things in H&M, and have tried my level best to contribute my part efficiently to this organization.

I would redo my internship and do something differently. I would have been more professional at work, punctual and do some thorough research on the organization and the HR Policies. This would have given me a boost in my workplace.

In this report, I have implied my experience and knowledge from HR courses with real life scenario. I have tried give my level best to identify how the Recruitment and selection process is done in H&M.

Last but not the least I would like to remark that H&M is producing high quality product and they are also providing quality service to take the garments industry towards further success. Therefore, the Bangladesh government should also be significant and cooperative to help the businesses grow.

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