

Perpetual Mismatch between Prospective Candidates and Offered Positions



Internship Report

On

“Perpetual Mismatch between Prospective Candidates & Offered Position”

Rangs Group

Prepared for

Saif Hossain

Lecturer

BRAC Business School, BRAC University

Supervisor, Internship Program

Prepared by

Sheikh Tania Akhter

Student ID: 12164081

MBA (Major in HR)



September 11, 2014

Table of Contents

Particulars	Page No.
Letter of Transmittal	I
Acknowledgement	II
Executive Summary	III
Part-01 (Organizational Profile)	
1.1 Company Overview	1-2
1.2 History	2-3
1.3 Product/service offerings	3-4
1.4 Large Automotive Division of Rangs	4
1.5 Operational network Organogram	5-7
1.5.1 Organization Structure	7-8
Part- 02 (Job Specification)	
2.1 Job Specification	9
2.1.1 Nature of Work- Human Resources	9
2.1.2 The scope of HRM	9-10
2.2 Specific Responsibilities of the Job	10-11
2.2.1 Major Responsibilities	11
2.2.2 Key Result Area(s)	11
2.3 Aspects of Job Performance	12
2.3.1 Employees Performance Evaluation	12-13
2.3.2 Conduct performance evaluation and collect data	13
2.3.3 Rating Scale	13
2.3.4 Analyze data	14
2.3.5 The goals of the performance appraisal	14
2.4 Observation & Recommendation	14-15
Part- 03 (Project Details)	

3.1 Key Project	16
3.2 Objective of the Project	16-17
3.3 Scope of the Report	17
3.4 Methodology	17-18
3.5 Limitation	18
Part- 04 (Recruitment & selection)	
4.1 Recruitment & Selection	19-22
4.1.1 Vacant position Advertisement	22-23
4.1.2 Job Posting Process	24
Part- 05 (Short listing Applicants)	
5.1 Screening and Selection of Applicants	24-25
5.2 Analysis	25-38
5.3 Selection of Potential Candidates	38-39
Part- 06 (Result & Discussion)	40-41
Part-07 (recommendation)	42
Part-08 (Conclusion)	43
References	
Annexure-I	
Annexure-I I	

Letter of Transmittal

September 11, 2014

Saif Hossain

Lecturer

BRAC Business School

BRAC University

Subject: Submission of Internship Report.

Dear Sir,

This is the report on “Perpetual Mismatch between Prospective Candidates and Offered Positions” against Rangs Group, that is a requirement for fulfillment of HRM course and it is my pleasure to present it before you.

I have tried my best to follow your guidelines in every aspect on my report. I have collected what seems to be most important information to make my report as specific and coherent as possible. I enjoyed the challenges of preparing the report with an opportunity to increase the understanding of business prospects for Bangladesh. I am earnestly thankful to you for your guidance during the preparation of this report. I hope you will appreciate my effort put forth hereby.

Sincerely yours,

Sheikh Tania Akhter

ID: 12164081

MBA (Major in HRM), BRACU

Acknowledgement

First of all, I would like to thank the Almighty Allah for giving me the knowledge and health which are incomparable to anything! After that, I would like to thank my honorable faculty supervisor Mr. Saif Hossain for providing me with the opportunity to observe and analyze such an interesting topic and, moreover for his invaluable guidance, suggestions and advice.

I would like to express my gratitude to Mr. Anwarul Islam, Deputy Managing Director and Head of HR, Mr. Muntasir Mynuddin, Manager, HR, Automobile Division, Mr. Masud Ahmed, Manager, Organizational Development at Rangs Group whose earnest cooperation and guidance have made this project as proximate to perfection. I would also like to thank my organizational colleagues for their sincere cooperation during the completion of my internship project.

I would also like to express my gratitude to Mr. Romo Rouf Chowdhury, Managing Director of Rangs Group. My sincere thanks goes to the various personnel I had contacted of this organization for the completion of this project for their invaluable and timely cooperation and all others who helped me to complete this internship project.

Executive Summary

As a part of the Internship Program of Masters of Business Administration program at BRAC University, I have been assigned for doing an internship project at RANGS Group where I am working as HR Executive. In Rangs Group, I have been assigned for completing day to day HR activities from manpower planning to separation of an employee of the designated unit. The position is also responsible for carrying out all sorts of organizational development related activities (e.g. competency mapping, succession planing, training and development, performance appraisal, process improvement, Job Advertisement etc) as per the management decision. My organizational supervisor is Mr. Muntasir Mynuddin, Manager, HR, Automobile Division. My project is to discuss on "the existing gaps between required capabilities for a vacancy and the available capabilities in a shortlisted candidates pool". This has been assigned by my faculty supervisor Mr. Saif Hossain, Lecturer, BRACU and my organizational supervisor also approved the project and authorized me to prepare this report.

The main goal of this project is to find out and conceptualize the existing gaps between required capabilities for a vacancy and the available capabilities in a shortlisted candidates pool. Employers and recruiters want to hire the best people for their openings. Employers advertise a position when they want to hire a person who will work for the company. From the employer perspective, they want people in their organization to work their way up. It is the best to have someone who is multidimensional and can grow with the company. So before giving any job advertisement they fix some criteria for their desired position and then hire the candidate. Along with it from the candidates' perspective they might not have the specific accomplishments or industry experience listed for the job, but they might have the right skills. So there are some existing gap between required capabilities for a vacancy and the available capabilities in a shortlisted candidate's pool. So by collecting candidates' data for any specified role we can find out the basis for applying to a job even it doesn't meet the minimum job requirements and also can find out the employers view to select any candidate for the required position.

Part-01 (Organizational Profile)

1.1 Company Overview

Rangs Group is a one of the largest Bangladeshi industrial conglomerates. The industries under this conglomerate include automobile, electronics, real estate, shipping etc. Rangs Group is one of the premier conglomerates in Bangladesh. With headquarters in Tejgaon, Dhaka, they conduct business countrywide. Driven by the passion to be the best and with a team of unique professionals, they bring trusted brands of the world within the reach of everyone in Bangladesh.

Small, medium and large family owned businesses dominate over Bangladesh's \$100 billion (\$288 billion in PPP GDP) economy, which has been growing at over 5 percent a year since 1995.

Over the years Rangs is providing customers with the very best in product selection and service. The group continually invests in modernizing its management system and designs specific in-house training programs targeted towards improving the creative abilities of its people. Rangs is confident that the trust and goodwill of its customers. The vast experience of its management, and the dedication of its work force, will enable the organization to lead Bangladesh towards a prosperous future. Their values are

- Integrity
- Commitment
- Passion
- Determination
- Speed

Rangs Group traces its roots back to 1979 and is now of the largest companies in Bangladesh. It started its journey as one single business unit and now has grown to be successful in multiple sectors like:

- Electronics
- Automobiles
- Real Estates
- Petroleum
- Banking

- Printing media
- Electronic broadcasting
- Deep sea fishing
- Insurance
- IT
- Security services

RANGS Group has diversified business activities in various sectors. It had started its business with one company and now it is a group of forty companies. The names of the most prominent companies are like:

RANGS Limited (RL), RANGS MOTORS Limited (RML), RANGS Workshop Limited (RWL), RANGS Industries Limited (RIL), RANGS Properties Limited (RPL), RANCON MOTORS Limited (RML), RANCON Engineering Limited (REL), RANCON Services Limited, RANCON Service Center Limited, RANCON Sweaters Limited, SEA RESOURCES GROUP OF COMPANIES, SHIELD SECURITY SERVICES LIMITED (SSCL)

1.2 History

In 1979, a group of dynamic thinking entrepreneurs came together to plant the first seeds of the Rangs group, nearly two decades later, those early seeds have matured into large trees with branches spread over various growth sectors. With a total work force of 2402, and a turnover of taka 1522 million, the Rangs group is one of the premier corporations in the country.

Within one year of its opening Rangs was awarded the sole distributorship of Mitsubishi Motor Corporation. Today the company also represents eicher motors limited. Mitsubishi electric corporation, BPL, Cannon and Pioneer, the Group maintains close relations with all its foreign principals, thereby guaranteeing quality products and efficient Service to customers in Bangladesh.

Even though Rangs' main forte remains in marketing of Mitsubishi Automobiles, the group has evolved into a multifaceted company with interests in automobile servicing electronic household goods property development security service and seafood export. The

decentralized management structure of the corporation has ensured that efficiency and productivity have not been hampered due to the organization's growth and expansion.

Mitsubishi Motors, Bangladesh is committed to provide the country's automobile market with top of the line vehicles and specialized after-sales service, Rangs Limited, is the premier automobile sales company and Rangs Workshop Limited is the premier automobile after-sales company in Bangladesh.

Rangs workshop a sister concern of Rangs Group is running since 1981, where as Rangs Limited was incorporated in 1979 as the flagship company of RANGS Group. It is now the leader in after-selling and selling for Brand New automobiles accordingly. In 1980, RANGS Limited was awarded with the sole distributorship of the famous Mitsubishi Motors Corporations which is one of the leaders in manufacturing & selling modern automobiles. Mitsubishi is also famous for its sports cars. It has 32 distributors around the globe and RANGS Limited has been selected the only distributor and RANGS workshop limited has been selected the only authorized after sales for Bangladesh. RANGS Limited and RANGS workshop limited has been continuously appreciated by Mitsubishi Motors for its outstanding performance & growth.

1.3 Product/service offerings

Product:

As Rangs has multiple business sectors they are providing different category product and services. Such as Automobile, Real-estate, Construction, Renewable Energy, Servicing, Media & Publications, Telecommunication etc. Here for product and services we can say about electronic broadcasting, real estates and automobile sectors in details-

Rangs Electronics Ltd.:

Such as Rangs Electronics Ltd. started with only one brand -12" Black & White TV, Since then, the brand lineup has increased to more than 20 and the product lineup to 450. The product lineup of Rangs Electronics Ltd. has increasing day by day. REL is now the leading marketing, selling and distributing company has the reputation of being a pioneer in the field of Consumer Electronics, Home & Kitchen Appliance, Broadcast & Content Creation, Medical Equipments technology in Bangladesh. Rangs Electronics Ltd. is presently occupying 30% of total Electronics and Home Appliances market share in Bangladesh.

Rangs Properties Limited:

Rangs Properties Limited is a leading property developer of modern buildings that are the representations of architecture at its best. Rangs Properties Limited has built luxurious apartments and commercial complexes in many prime locations of the country. They do not compromise when it comes to locations, selection of architects, technology, engineering, eco-friendliness, construction materials, systematic monitoring and reliable after-sales service.

1.4 Large Automotive Division of Rangs

Almost all category automobiles manufactured and sold by Mitsubishi Motors are dealt by RANGS Limited along with the genuine spare parts.

Lancer, Lancer Ex, Outlander, Pickup-L200, Microbus-L300, Pajero, Pajero Sports, ASX, Mirage are the major products.

Service:

- Complete Auto 'Computerized Diagnosis' for any vehicle and brand name.
- Quick 'Oil & Lubricant', ATF replacement and for all names and models.
- Brake and Suspension work for all names and models.
- All Electric and Automatic Transmission related repair work.
- World class 'Paint Booth' combined with master painter and their high tech gears to paint your vehicle to its original colour & shining.
- Experienced team of 'Denting Mechanics' can bring your accidental vehicle back to its original form and performance.
- Complete 'Engine Overhauling' capability with genuine replacement kit from Japan.
- Complete Auto A/C repair work and new installation (single and dual) to any vehicle.
- CNG conversion for all vehicles.
- Computerized ' Wheel Alignment' and 'Wheel Balancing'.
- Six lanes Vehicle Washing.
- Towing facility within Dhaka Metro area

Spares:

Once any one experience Mitsubishi quality, they will never wish to compromise it. That's why Rangs encourage always servicing their Mitsubishi with Genuine Mitsubishi Parts.

Customer's vehicle will retain more of its value, and it will continue to provide all the comfort, style, performance and security customers expect from a Mitsubishi.

With Genuine Mitsubishi Parts, customers get the craftsmanship, performance, safety and value upon which they have built their reputation. Rangs designed Mitsubishi using the most advanced technology and know every last nut and bolt intimately, which is why they can offer the best replacement parts for vehicle. With access to over 100,000 parts, Mitsubishi retailers offer the best selection of Genuine Mitsubishi Parts.

1.5 Operational network Organogram

To ensure that all employees are aware of the various department and functional organizations, name of supervisory persons, etc., the Corporate HR Department is responsible for monitoring and when necessary periodically updating and issuing organization charts.

The Corporate HR Department shall distribute copies of respective organization charts to each Business Unit Head/Functional Head, who will then make them available as they deem necessary for the information of others in the Business Unit/Function.

No Business Unit or Function will have organization chart of its own without having the same approved or amended in a prescribed manner through Corporate HR Department.

Number of Employee - 07

Monthly Salary - 1,292,500

Yearly Salary - 15,510,000

Yearly CTC - 1,530,576

Monthly CTC - 18,366,917

**Rangs Group
Master Organogram
Corporate Division**

Additional Requirements

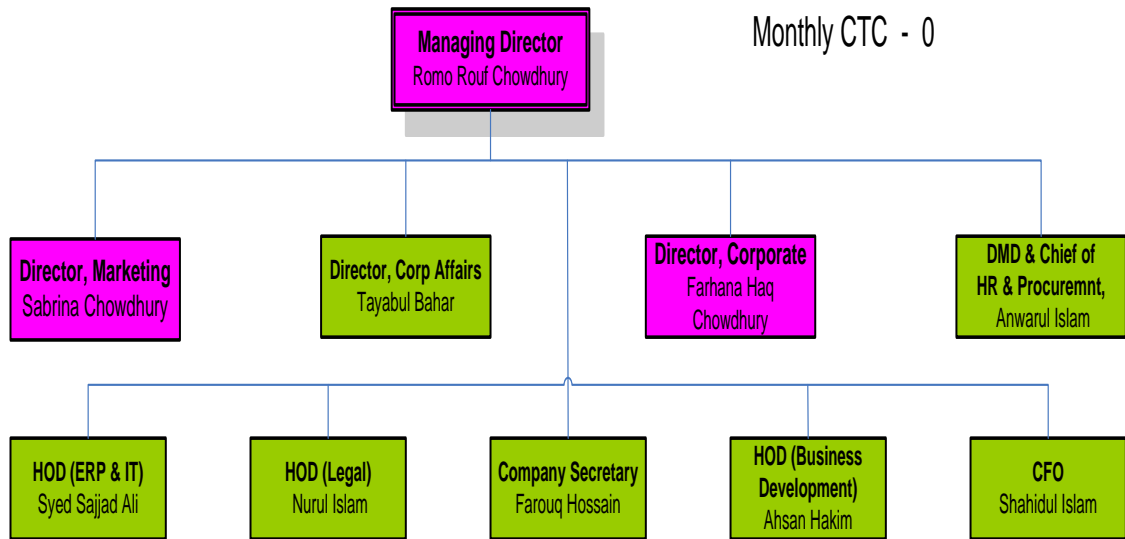
Number of Employees - 0

Monthly Salary - 0

Yearly Salary - 0

Yearly CTC - 0

Monthly CTC - 0



DMD, HRD, CD

Managing Director

Figure-01: Rangs Group Master Organogram (Corporate Division)

For example- With a growing customer base, product line-up and after sales service , RANGS Limited and RANGS workshop limited now aims to be the only name in people's mind when it comes to purchasing of automobile or any other automobile related services. RANGS workshop limited ensure the supply of genuine spares parts, quick service and best workshop facilities for the maximum customer's satisfaction.

Values:

- Integrity
- Commitment
- Passion
- Determination
- Speed

Part- 02 (Job Specification)

2.1 Job Specification

2.1.1 Nature of Work- Human Resources

The Human Resource provides advice and assistance to supervisors and staff. This may include information on training needs and opportunities, job descriptions, performance reviews and personnel policies of the board.

1. HRM involves management functions like planning, organizing, directing and controlling.
2. It involves procurement, development, maintenance and management of human resource.
3. It helps to achieve individual, organizational and social objectives.
4. HRM is a mighty disciplinary subject. It includes the study of management psychology communication, economics and sociology.
5. It involves team spirit and team work.

2.1.2 The scope of HRM

The position human resources coordinates the staff recruitment process. The Human Resource Officer provides advice and support to supervisors and staff selection committees and ensures that they have accurate and timely information in order to make effective decisions. Failure to provide adequate advice or assistance may result in lost opportunities for staff development, poor staff morale, financial loss to staffs for residents and a loss of credibility for the Chief and Council.

The scope of HRM refers to all the activities that come under the banner of HRM. The activities are as follows-

1. Human resources planning: - Human resource planning is a process by which the company to identify the number of jobs vacant, whether the company has excess staff or shortage of staff and to deal with this excess or shortage.
2. Job analysis design: - Another important area of HRM is job analysis. Job analysis gives a detailed explanation about each and every job in the company. Based on this job analysis the company prepares advertisements.
3. Recruitment and selection: - Based on information collected from job analysis the company prepares advertisements and publishes them in the news papers. A number of applications are received after the advertisement is published, interviews are conducted and the right employee is selected thus recruitment and selection are yet another important areas of HRM.
4. Orientation and induction: - Once the employees have been selected an induction or orientation program is conducted. The employees are informed about the background of the company. They are told about the organizational culture and values and work ethics and introduce to the other employees.
5. Training and development: - Every employee goes under training program which helps him to put up a better performance on the job. Training program is also conducted for existing staff that have a lot of experience. This is called refresher training. Training and development is one area where the company spends a huge amount.
6. Performance appraisal: - Once the employee has put in around 1 year of service, performance appraisal is conducted i.e. the HR department checks the performance of

the employee. Based on these appraisal future promotions, incentives, increments in salary are decided.

7. Compensation planning and remuneration: - There are various rules regarding compensation and other benefits. It is the job of the HR department to look into remuneration and compensation planning.
8. Motivation, welfare, health and safety: - Motivation becomes important to sustain the number of employees in the company. It is the job of the HR department to look into the different methods of motivation. Apart from this certain health and safety regulations have to be followed for the benefits of the employees.
9. Industrial relations: - Another important area of HRM is maintaining co-ordinal relations with the union members. This will help the organization to prevent strikes lockouts and ensure smooth working in the company.

2.2 Specific Responsibilities of the Job

Rangs Workshop Limited (modern automotive & private workshop), or a sister concern of Rangs Group, here I am working as HR Executive. Here I am responsible for providing support in the various human resource functions, which include recruitment, staffing, training and development, performance monitoring and employee counseling.

Along with it also support and assist in-charge, HR, RANGS Automotive Division in completing day to day HR activities from manpower planning to separation of an employee of the designated unit. The position is also responsible for carrying out all sorts of organizational development related activities (e.g. competency mapping, succession planning, training and development, performance appraisal, process improvement etc) as per the management decision.

2.2.1 Major Responsibilities

- Updating and maintaining employee database through IFS
- Personnel filing, documentation and managing HR activities
- Assist in managing and preparing payroll for all management and non management employees

- Maintenance of Attendance and Leave Management
- Arrange and conduct on-boarding/induction sessions for the new joiners
- Set meetings and meet deadlines
- Resolve queries of employees related to HR policies & Processes
- Assist HR Manager in performance appraisal of all employees in the units
- Organizing and coordinating interviews and preparing all documents to recruitment, selection and employment
- Ensure employee confirmation on time and prepare confirmation, promotion and transfer letter
- Final settlement with accounts

2.2.2 Key Result Area(s)

Standards - measurable in terms of time, cost, quality or quantity like-

- On time and quality recruitment
- Employee satisfaction
- Quantifiable competency improvement of the manpower
- Usage of stationeries
- Implementation of ERP within the given deadline
- On time calculation of performance appraisal, payroll, leave management etc.

2.3 Aspects of Job Performance

Employee's performance evaluation is a thorough analysis of the employee's performance, by observing individuals work during a certain period of time and examining all the objective documents relevant to individual's performance, in order to determine the extent to which employees achieve the specified goals, which affects customers' satisfaction and the organizations objective.

2.3.1 Employees Performance Evaluation

At Rangs Group for assessing the job performance of employees' different developmental tools used for all round development of the employee and the organization. The performance is measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility etc. Employee's performance assessment confined to past as well as potential performance also.

Here also focused on behaviors as a part of assessment because behaviors do affect job results. Here the assessment has been done annually and during the time of performance evaluation provides all the evaluation form to the employees for evaluation data or score.

Set performance evaluation goals:

Evaluation goals affect the following:

- Data collection methods
- Performance evaluation themes
- Time limits for evaluation

Foundations of performance evaluation by measuring objectives and results

This mechanism involves setting the objectives to be achieved by the employee at the beginning of each evaluation period and follow them up to ensure achieving them. The following are the foundations of performance evaluation according to management by results and objectives:

- Set objectives for each employee depending on the department's strategic direction and the annual plans of its departments
- Employee's tasks and duties, as defined in his job description, are considered
- Objectives are determined by the direct supervisor in agreement with the employee.
- Objectives are determined at the beginning of each year. It is possible to set objectives for more than one year, provided that achievement rates and the desired results for each year are determined.

Distribute evaluation forms:

Employee performance evaluation involves distributing evaluation forms to direct supervisors and the employees, and the periodic review of performance evaluation system and form to ensure efficient implementation.

2.3.2 Conduct performance evaluation and collect data

Data for the forms of each employee is collected, and the process of collecting forms from the employees and their direct supervisor is followed-up, within the specified time limit. Based on some objectives which are agreed between the supervisor and employee, performance measured. Typically there will be 6-8 clearly defined measurable objectives (cost, time, quality, quantity). For ratings follow the below scale-

2.3.3 Rating Scale

90> OUTSTANDING	Consistently far exceeds job requirements & goals
80>EXCEEDS REQUIREMENTS	Consistently above requirements
70> MEETS REQUIREMENTS	Fully Acceptable Performance.
60> NEEDS IMPROVEMENTS	At times below requirements, marginal performance.
50> FAILS TO MEET REQUIREMENTS	Consistently below requirements, unacceptable performance

Figure-03: Rating Scale of Rangs Group

2.3.4 Analyze data

Upon completion of the compilation of evaluation forms and ensuring that all employee performance forms are filled out completely, each employee is evaluated separately. Evaluation data is analyzed by identifying the extent to which each objective has been achieved and measuring the performance indicator of each objective and then calculating overall achievement in the evaluation period.

2.3.5 The goals of the performance appraisal

- Facilitate communication of all aspects of performance between the employee and the supervisor
- Identify areas in which improvement and learning will help the employee become more successful in the future, allowing him/her to make further contributions to Rangs Group.
- Identify individual development needs, desires, and plans
- Establish a permanent record of the employee's work history that is as straight-forward and objective as possible
- Serve as a basis for establishing salaries in the Rangs pay-for-performance system
- To incorporate goals for meeting the employee's career development plan

Appraisals are discussed with employees and placed in their employment files. Employees have the opportunity to comment in writing on their evaluations and to discuss them fully with their supervisors. Refer to Performance Appraisal Instructions for additional appraisal instructions.

2.4 Observation & Recommendation

In the performance appraisal process, I found some flaws.

- As employees don't have any goal or target, so they cannot judge their performance, which lead to grievance. So should have specific target.
- Another problem with the current system is; employees get promotion or increment on their performance, but according to me rather than giving promotion or increment, performance bonus or increment based on employee performance would be more profitable for the organization.
- Feedback is a step of performance evaluation process, if employees do not get any feedback on their performance, the get demotivated, here every year many employees do not receive their feedback on their performance.
- The unsatisfied employees are one of the major reasons of Rangs's high turnover rate. Need to focus on employees training and development.

Part- 03 (Project Details)

3.1 Key Project

Description of the Project:

Any company wants solutions to problems. A lot of times, a company will advertise a position but end up not hiring. They end up finding another solution because they don't just want a person; they want a solution to a specific problem. As Rangs Group has huge number of employees in their different units around the country, they recruit different types of employees based on the nature of the jobs. Rangs recruits regular, contractual, temporary

employees. Rangs advertise their vacancies in their website as well as at bdjobs.com, but applicants can send their resume and application by e-mail. Then during the time of short listing candidates considered all recommended criteria for the shortlisted pool. The aim of the policy and procedures is to support the recruitment and selection of people with necessary ability, skills, qualification and competencies to contribute effectively for the company. But there may have different applicants who applied for the job may not meet the expected requirement of the desired position.

So there is a mismatch between required capabilities for a vacancy and the available capabilities in a shortlisted candidate's pool. So here the recruiter can shortlist the best possible candidates who meet the minimum requirement of the specified job. Here the selection panel participates in the whole selection process, or in special circumstances delegate to one, or a sub-group of its members, the responsibility for short-listing, reference checking and/or interviewing. Here by collecting data for some specific role we have been found the existing mismatch between required capabilities for a vacancy and the available capabilities in a shortlisted candidate's pool. Along with it here it has been ensured that, before a decision is made, all data has been accessed on all candidates, including those who were not shortlisted. The applicant who doesn't meet the expected or required criteria, for them selection panels may take an interview to be confirmed about the skills or competencies and then can finally select those candidates.

3.2 Objective of the Project

The objective of the report is to find out and conceptualize the existing gaps between required capabilities for a vacancy and the available capabilities in a shortlisted candidate's pool.

Specific objectives include the following:

- Current recruitment process
- Exploring the present practices of selection.
- Find out the perception of applied candidates' pool.
- To recommend successful recruitment advertisement and selection of candidates with required capabilities.

3.3 Scope of the Report

This report entirely discusses the real scenario in response to the perpetual mismatch between required capabilities for a vacancy and the available capabilities in a shortlisted candidate's pool for a selected organization. So the scope of this report is limited. The first scope of this report is to have practical experience about how a research in relation to the candidate selection is done in the business organizations. The report has the scope to cover different aspects of HRM, which mostly includes recruitment, selection, and staffing procedures, selection devices, job analysis, job design. It was part of my academic program to learn about different HR issues here mostly researched on job advertisement, recruitment, selection practices of Rangs Group and to make concentrated suggestions or recommendation about the recruitment or successful job advertisement other than narrate the observation and reach to a conclusion.

3.4 Methodology

For achieving the specific objective of the study, data were gathered most of from secondary sources and little from primary sources. At first I browsed the internet for as much information I could get. To get information or data about the specified objective that is the existing gaps between required capabilities for a vacancy and the available capabilities in a shortlisted candidate's pool, I have browsed our corporate job advertisement site that is bdjobs. From here I have selected 3 role profiles that we already have advertised at bdjobs for our required positions, browsed CVs for those specified role profiles and collected related data.

The information for the organization was collected from different sources like brochures, web contents and memos circulated by Rangs Group. Short discussions were held with respective Business Function authorities as deemed appropriate.

I took information from the Manager of HR, HR Executives and Managers. These were my primary source of data. I also needed to understand the whole recruitment policy of Rangs Group, to recommend successful recruitment advertisement and selection of candidates with required capabilities.

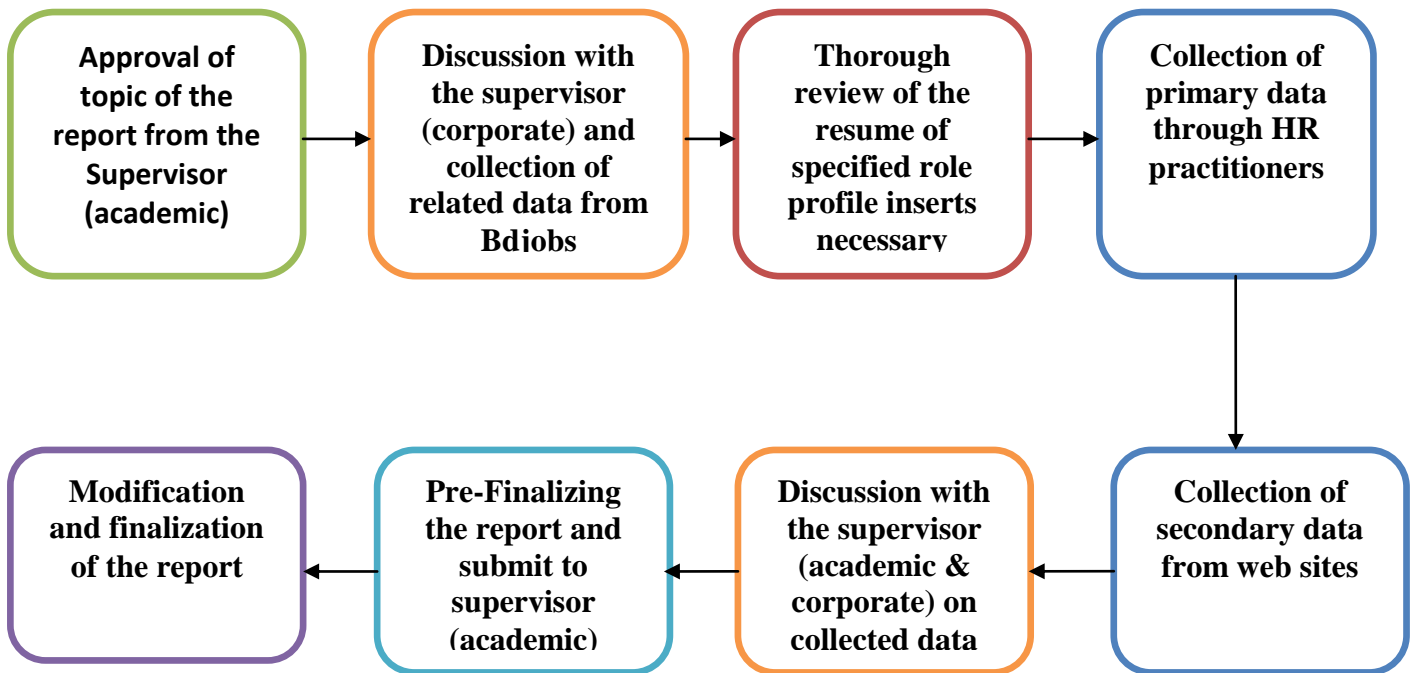


Figure-04: Progression flow chart for preparing the report

3.5 Limitation

Every company has some enclosed information and HR is a very confidential unit of the organization, it would not share internal information about this department too, so I was not permitted to use some information in this report, which would be helpful to present the current recruitment and selection process. For example –

- Couldn't present the name of the shortlisted applicant pool
- Unavailability of enough data can be due to lack of time on the part of the applied candidates CVs those are used for analyzing the report findings.

Part- 04 (Recruitment & selection)

4.1 Recruitment & Selection

Selecting and recruiting good employees for an organization is indeed one of the most crucial and critical aspects of running an organization as the decisions so taken to this respect can take the organization to the heights of success. In this respect, it must be borne in mind that each individual has a valuable contribution, irrespective of the position or status of the employee in respective organization. Recruiting applicants and selecting prospective employees it is known as the key strategic are of Human Resource Management. Stated that an organization's performance is a direct result of the individuals it employs. The specific strategies used and decisions made in staffing process will directly impact an organization's success or lack thereof. The aim of the policy and procedures is to support the recruitment and selection of people with necessary ability, skills, qualification and competencies to contribute effectively for the organization.

Recruitment:

Recruitment can be defined as searching for and obtaining a pool of potential candidates with the desired knowledge, skills and experience to allow an organization to select the most appropriate people to fill job vacancies against defined position descriptions and specifications.

The purpose of the recruitment process is to find the widest pool of applicants to provide the greatest opportunity to select the best people for the required roles in an organization.

Acquiring the best applicants for a role can be a competitive advantage for an organization whereas ineffective recruitment and selection can result in enormous disruption, reduced productivity, interpersonal difficulties and interruptions to operations, customer service and long term costs.

Recruitment process of Rangs Group:

This Recruitment and Selection Policy has been framed with the view of recruiting and selecting people who have a strong desire to achieve the Rangs Group's vision, and who will assist us in achieving the business results.

It is basically the Business Unit Head/Function/Line Manager who will work with the new person. That's why the BU Head/Function /Line Manager are involved fully in recruitment and induction. The BU Head/Function/Line Manager depends upon the people that they recruit to assist them in achieving their KPIs or action plans. The BU Head/Function/Line Manager is in the best position to assess the candidate's technical ability as well as the candidate's "fit" into the team.

Recruitment Standards for different positions will be available with the HR Department which should be strictly adhered to and no deviation there from should be made without the approval of the Head of Group HR. It is the responsibility of the Head of Group HR to review and update the Recruitment Standard from time to time. Such standards would not be applicable to existing employees but for promotion cases, the set standards except the educational qualification should be considered.

When a vacancy comes about within the approved establishment and it is deemed necessary to fill in the vacancy, the Employee Requisition Form (Annexure-I) should be completed and a copy thereof should be sent to Manager, HR at the Corporate Office who should find out if there is any suitable candidate already working in the Group for whom a transfer to the vacant position would mean either a promotion or better prospect promotion. HR Manager will return the Requisition Form with his comments to the requiring department at the earliest. Recruitment procedure will then be set in motion where replacement of existing employee is not possible.

While hiring, preference is given first to employees working for the Company. The fact that a qualified employee is doing essential work in a position that may be harder to fill than the current open position may be an influencing factor, but when making such decisions supervisors must be careful in order not to block career advancement merely for immediate convenience.

Each BU Head / Functional Head has involvement in the selection process, since their assessments of employee performance directly influence the BU / Function operations. However, the following guidelines to be followed in the promotion selection process:

- Such promotions should be purely need oriented but wherever possible midterm promotion should be avoided.
- Promotions will be based upon merit.
- Evaluations must be job-related.
- Supervisors must consider as many potential candidates as necessary to assure high quality candidates.
- Management retains the right to select or not select candidates from any source it considers appropriate.

Employees may be moved to different Business Units / Functions/ departments by transfer or promotion. If the move is not a promotion then the transfer should not cause an increase in salary.

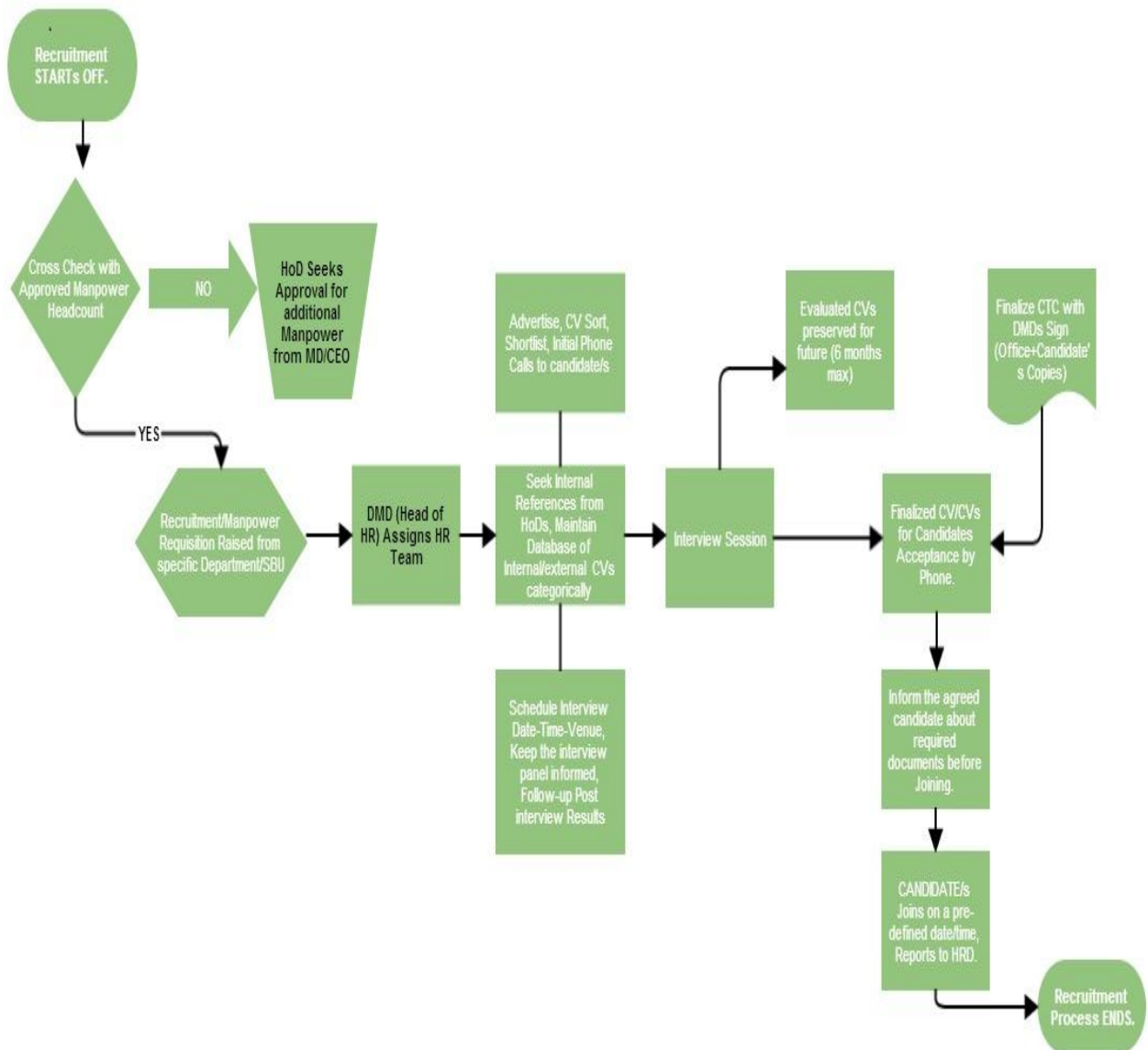


Figure-05: Recruitment Process Flow

4.1.1 Vacant position Advertisement

Attracting the Candidates: Internal versus External Advertising

The objective is to recruit the best person for the position. Therefore it is always better to advertise the position unless a person has already been identified through the succession planning process or other business requirements.

Those who best meet the skills, qualifications, experience and competencies required for the position should fill vacancies. Therefore, if it is believed that there is no candidate within The Rangs Group who is suitable for the role, the advertisement should be done externally as

well as internally. It may be chosen to advertise internally and externally at the same time if there is a tight time frame.

Depending on the time the avenues like Websites (own or placement firms); Campus Recruitment; Outsourced placement /HR Firms should also be used, other than simply make advertisement. It is a good idea to think laterally how we might attract the right candidate.

How to Advertise:

Once the recruitment is approved, an advertisement needs to be drafted based on the skills, qualifications, experience and competencies as have been identified and specified in the respective job descriptions.

A common template should be used designed by Corporate HR Department. Manager, HR, would draft out the advertisement and arrange for publishing the same.

It is important to remember that when planning recruitment advertising, consideration should be given to the type of position being advertised, the intended audience and the potential applicant pool. The amount of time applicants may need to prepare their application may vary depending on these factors. For example, when targeting overseas applicants, time differences and longer print media deadlines must be considered. Importantly, potential overseas applicants will need more time to seek relevant information before deciding to apply. Hence such positions are advertised with longer application periods.

It is a requirement that all positions are advertised for a **minimum of 7 calendar days** from the date of publication. This applies to both internal and external job advertisements.

4.1.2 Job Posting Process

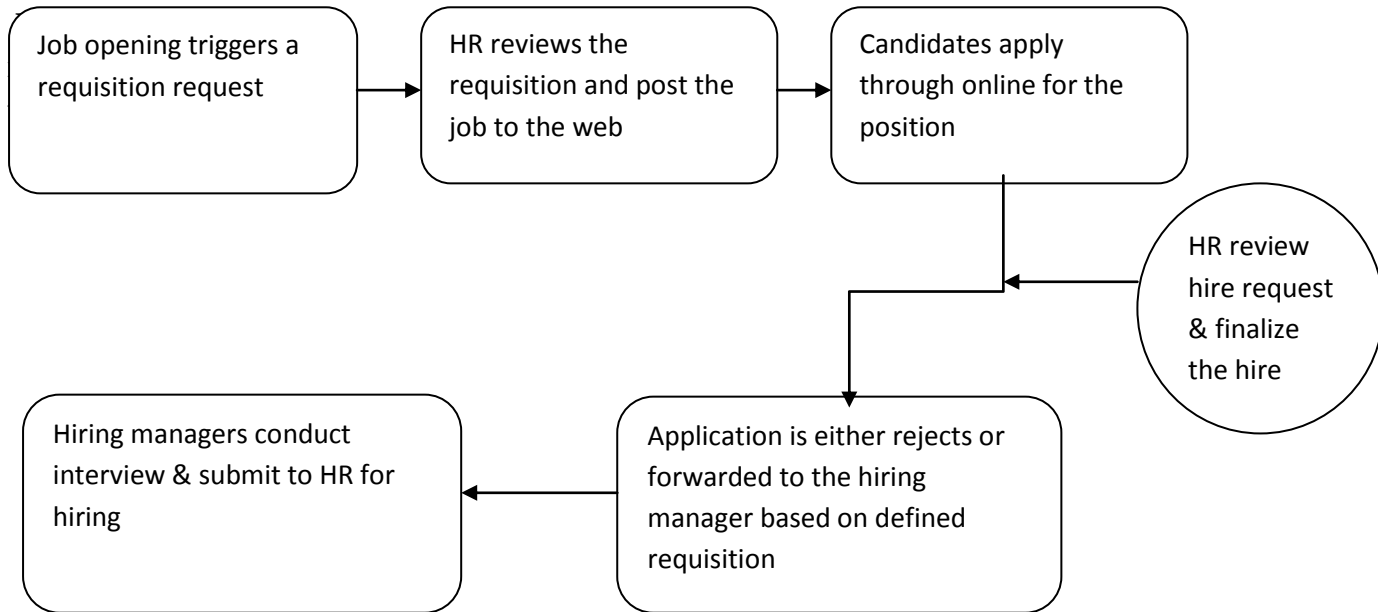


Figure-06: Job Posting Workflow

Part- 05 (Short listing Applicants)

5.1 Screening and Selection of Applicants

Short listing Applicants:

Effective employee selection is a critical component of a successful organization. How employees perform their jobs is a major factor in determining how successful an organization will be. Job performance is essentially determined by the ability of an individual to do a particular job and the effort the individual is willing to put forth in performing the job. Through effective selection, the organization can maximize the probability that its new employees will have the necessary KSAs (Key Success Areas) to do the jobs they were hired to do. Thus, employee selection is one of the two major ways (along with orientation and training) to make sure that new employees have the abilities required to do their jobs. It also

provides the base for other HR practices—such as effective job design, goal setting, and compensation—that motivate workers to exert the effort need to do their job effectively.

Shortlisting is the process of deciding which potential job candidates will be interviewed. Since it is generally most effective to interview only three or four candidates for a particular position, here need to screen all applicants and create a shortlist of those who best meet the selection criteria. During the time of short listing applicants, concentrated on all criteria those are recommended. Each selection panel member should read the applications and rate applicants according to the selection criteria. These must be consistent with the advertised requirements.

Shortlisting is a very important part of the recruitment process. Although it can be time-consuming it is worth conducting it with care and consideration. If employer don't want to miss an excellent candidate or doesn't want to waste their time with someone who doesn't meet the requirements then they can use the rating system, through which it will be easier to shortlist the applicants.

Job applicants differ along many dimensions, such as educational and work experience, personality characteristics, and innate ability and motivation levels. The logic of employee selection begins with the assumption that at least some of these individual differences are relevant to a person's suitability for a particular job. Thus, in employee selection the organization must (1) determine the relevant individual differences (KSAs) needed to do the job and (2) identify and utilize selection methods that will reliably and validly assess the extent to which job applicants possess the needed KSAs. The organization must achieve these tasks in a way that does not illegally discriminate against any job applicants on the basis of race, color, religion, sex, national origin, disability, or veteran's status.

5.2 Analysis

As the main objective of these report is to find out and conceptualize the existing gaps between required capabilities for a vacancy and the available capabilities in a shortlisted candidate's pool. So here for short listing we have been used some steps that may help to find out our desired result.

Steps for shortlisting

1. Total 3 Role Profile has been selected for different position with specified required capabilities defined by business units head for the selection of applicant's pool.
2. Using the job description and person specification, list all the requirements of the job on a short-listing grid. There are two sections – one for 'essential' criteria and one for 'desirable' criteria.
3. Design a points or rating system to score candidates against the criteria. For example: within 4 Criteria applicants meet 4 major essential & desirable criteria then we can rate it as Exceed criteria=03, process is as follows –

Selection criteria for each candidate (who doesn't meet the full requirement):

Total Scale	Meeting Criteria	Rating
Out of 4	4	3=exceeds criteria
	3	2=meets criteria
	2	1=partly meets criteria
	1	0=fails to meet criteria

Figure- 07: Candidates Selection Criteria

4. For each candidate, go through the application forms and score them against the requirements.
5. Once scoring is complete we can immediately discard any applicants that score a '0' on one or more of the 'essential' criteria.
6. Rank those remaining candidates in priority order, highest score first. If there still have a large number of candidates then may want to consider the scoring of the 'desirable' criteria.
7. Once have arrived at the list of candidates to invite for interview – then should avoid interviewing more than six people for any one job. If we only have one job to fill, interviewing more than 6 people isn't likely to improve the chances of finding someone suitable.

Data Collection Process in Details:

Job Title- 01: Head of Sales & Distribution

Company Name: Rangs Automotive Division, Sole Distributor of Shell Lubricants (A sister concern of Rangs Group)

No. of Vacancies: (01), Job Description / Responsibility (Category: Marketing/Sales)

- Must implement national sales plan, organizing and supervising regional sales managers
- Establish sales objectives by forecasting and develop annual sales quotas by regions and territories; projecting expected sales volume and profit
- Completes operational requirements by scheduling and assigning employees
- Must have the following traits/abilities
- Excellent sales & negotiating skills
- Excellent communication skills
- Must be a powerful motivator and team leader

Educational Requirements

BBA/ MBA from a reputed public or private university

Experience Requirements

- At least 8 year(s)

Additional Job Requirements

- Age 35 to 45 year(s)
- The applicants should have experience in the following business area(s):
- Two wheelers
- Nationwide Distribution Networks
- The ability to work under pressure and work in a flexible working environment
- Must have a team-oriented attitude, an attention to detail and an ability to meet deadlines
- Excellent communication, leadership and influencing skills (Communicate clearly and confidently on a one-to-one or group basis and comfortable to deal with top management)
- Market knowledge (Customers/ Suppliers/ Competitors/ Business Trends)
- Experience of building a sales team
- Must be willing to travel all around the country
- Good written and spoken English
- Ability to work independently
- Self-Motivated and Performance Oriented

- Although the job location for this position is primarily Dhaka but the incumbent must be able to travel anywhere in Bangladesh

Salary Range

- Negotiable

Job Level:

- Top Level Job.

Considerations in shortlisting for the position of Head of Sales & Distribution (Job Title-01):

Major Requirement by Employer	Total Applied	Viewed	Meet exact Job Requirement with specified job	Doesn't meet Job requirement completely
Education: BBA/MBA Experience: Min 8 Years Age: 35-45 Related Experience: Automobile Ind. & Sales & Marketing	150	50	20	30

Application Exploration Criteria: Doesn't meet the job requirement (Job Title-01)



Doesn't Meet
Criteria

	person short-listed	Education	Experience	Age (Optional)	Related Experience		Geographical Area	Rating Scale
					Existing Organization	Working Area		
1	Mr. A	M.Com National University	12.1	34.7	Bank	Sales (Telecom)	Rangpur	1
2	B	Masters in Commerce National University	15	43.6	Real Estate	Marketing & Logistic	Chapai Nawabganj	2
3	C	M.Com, Management, National University	19	45	Chemical Ind	Marketing & Sales	Pirojpur	2
4	D	Masters of Business Studies (M.B.S) National University	13	38	Telecom	Marketing & Sales	Barishal	2
5	E	MSS Jagannath University	19	44	Automobile	Marketing & Sales	Barishal	2
6	F	Masters in Commerce National University	14	40	Chemical Ind	Marketing & Logistic	Bogra	2
7	G	MBA (Finance), Stamford University	11	40	Nitol Niloy Group	Marketing & Sales	Tangail	3
8	H	MBA (Marketing), Stamford University	12	38	TVS Auto	Marketing & Sales	Perojpur	3
9	I	MBA (Marketing), AUST	9	39	Runner Group	Marketing & Sales	Rangpur	3
10	J	MBA (Marketing), UIU	7	36	Aftab Automobiles Ltd.	Marketing & Logistic	Rangpur	2
11	K	MBA (Management), IIUC	9	39	JUKI Machinery Bangladesh	Marketing	Norshindi	2
12	L	BBA (Marketing), Daffodil Int. University	5.8	34	Bangladesh Honda Private Ltd.	Sales (Parts)	Dhaka	3
13	M	MBA (Marketing), Daffodil Int. University	10	43	Nitol Motors Ltd.	Marketing & Sales	Barishal	3

14	N	MBA (Marketing), BRAC University	7	36	Aftab Automobiles Ltd.	Marketing & Logistic	Faridpur	2
15	O	BBA, Marketing, IIUC	4	35	Runner Group	Sales	Barishal	2
16	P	Masters, Social Science, National University	8	39	TVS Auto	Sales	Bagura	2
17	Q	BBA, Marketing, Asian University of Bangladesh	3	33	Karnafuli Industries Ltd.	Marketing & Sales	Dhaka	1
18	R	MBA (Accounting), Rajshahi University	7.7	37	BD Foods Ltd.	Marketing	Bogra	1
19	S	MBA (Marketing), NSU	8	39	The City Bank Ltd.	Marketing & Logistics	Madaripur	2
20	T	MBA (Marketing), Eastern University	6.5	36	MM Ispahani Ltd.	Marketing & Sales	Tangail	1
21	U	MBA (Marketing), Millenium University	8.2	41	Aria Foods Bangladesh Ltd	Sales & Distribution	Barishal	2
22	V	MSS (Economics), DU	19.9	46	Energypac Power Gen. Ltd.	Sales	Rangpur	1
23	W	BBA (Marketing), EWU	7.2	37	Coca Cola Int. Beverage Pvt. Ltd.	Marketing	Faridpur	1
24	X	MBA (Marketing), University of Asia Pacific	6.9	37	Tupperware	Marketing	Chapai Nawabganj	1
25	Y	BBA (Marketing), DU	7.3	34	bKash Ltd.	Sales	Tangail	1
26	Z	EMBA (Marketing), University of Information Techonology & Science	12.3	47	Runner Automobiles Ltd.	Sales & Distribution	Faridpur	3
27	AA	BBA (Marketing), IBA, DU	7.7	37	Smart Technologies BD Ltd	Sales & Distribution	Dhaka	1
28	AB	MBS(Banking), National University	7.4	39	Brac Aarong	Marketing & Sales	Dhaka	0
29	AC	MBA (Marketing), Uttara University	22.2	47	Uttara Motors	Sales (Parts)	Chapai Nawabganj	3
30	AD	MBA (Marketing), University of Information Technology & Science	13.7	41	Karnafuli Group	Sales & Marketing	Rangpur	2

Table-01: Data for the position of Head of Sales & Distribution (Job Title-01)

There is a perpetual mismatch between employer's requirement and shortlisted applicants' pool. Here for the position of Head of Sales & Distribution total applied 150 candidates, 50

applicants CV has been viewed, 20 meet essential and desirable criteria with employers exact job requirement but 30 applicants doesn't meet the exact employer's criteria for the specified position. From Table-01 we can see the mismatch between employers and candidates pool. Here 4 major criteria (education, experience, working area & working sector) has been considered, age has been considered as optional. For each 30 applicants pool application has been viewed and they have been rated based on 4 major criteria, once scoring is complete applicants will be discarded or rejected if the score is '0' and others can be considered, rest candidates can be shortlisted by considering their others criteria. But based on candidates category employers can accept or shortlist only those who has been rated as 3 or 2, if already shortlisted candidates pool are good enough then they can reject 1 scored candidates as well.

Job Title-02: Customer Care Officer (Automotive Division)

No. of Vacancies: 01

Job Description / Responsibility

- This position is for Rangs Workshop Limited(after sales of Mitsubishi)
- Attend to Customer, who needs specific attention or assistance
- Post service follow-up & compile
- Inspection & monitor service progress board update or not
- Inspection & monitor final check list with/without job card
- Receive customer compliant & maintain tracker
- Maintain same day delivery tracker
- Report on delay in delivery on daily basis
- Prepare customer visit plan & carry out visits with relevant manager
- Prepare, analyze & make recommendation on relevant reports as instructed by Head of Service
- Carry out document as per ISO guide lines

Educational Requirements

Minimum bachelors in Business administration from a reputed public or private university

Experience Requirements

- At least 1 year(s)

Additional Job Requirements

- Age 18 to 28 year(s)
- Responsible for sorting out of the problem by ensuring relevant actions in consultation with relevant staff after complaints
- Monitoring vehicle towing services provided to customers

Salary Range- Negotiable

Job Level: Entry Level Job.

Job Location- Dhaka

Considerations in shortlisting for the position of Customer Care (Job Title-02):

Major Requirement by Employer	Total Applied	Viewed	Meet Job Requirement with specified job	Doesn't meet Job requirement completely
Education: BBA Experience: At least 1 Year Age: 18-28 Related Experience: Automobile Ind. Area, Customer Service	1554	60	23	37

Application Exploration Criteria: Doesn't meet the job requirement (Job Title-02)

	Doesn't Meet Criteria
--	-----------------------

	person short-listed	Education	Experience (Years)	Age	Related Experience		Geographical Area	Rating Scale
					Existing Organization (Optional)	Working Area		
1	Mr. A	MBA, Asian University of BD	3	25.6	Eastern Bank	credit collection	Dhaka	2
2	B	H.S.C Holly Cross College	2	21	Flying Kites Media and Events Limited	Accountants	Madaripur	1
3	C	Master of Business Studies (M.B.S) National University	9 Months	25	Community Deve. Library	Accountants	Dinajpur	0
4	D	Msc University of Dhaka	5	25	Bashundhara Group	Customer care	Pabna	2
5	E	MBA Bangladesh University of Business and Technology	2	24	Digital Network Communications	Business process executive	Rangpur	2
6	F	Honors National University	5	25	Elegant Group	HR & Compliance Executive	Mongla	1
7	G	Masters National University	1	25	Market Fit Ran Global	Assistant Account Officer	Dhaka	2
8	H	Master`s National University	5	28	IDEAL GROUP	Customer care	Dhaka	3
9	I	M.S. National	0	26	Not employed	N/A	Barishal	0
10	J	Masters Eden Mohila college,dhaka	6 Months	24	JANIPOP - Jatiya Nirbachon Porjobekkhon Porished	Customer care	Rangpur	1
11	K	MBA Stamford University Bangladesh	3	26	ARK Travel Care	Admin Executive	Dhaka	2
12	L	MSS Eden Mohila College	4	27	Bestway Group	A & F	Dhaka	1
13	M	MBS National University	2	26	Taqwa International School	Admin. & Account Officer	Faridpur	1
14	N	B.Sc. In Computer Science and Engineering, University of Information Technology & Science	4	25	Banglalion Communication Ltd.	Sales & Customer Support Executive	Noakhali	2
15	O	Masters National University	4 Months	23	IT Grow Division Ltd	Client Relation Manager	Tangail	1
16	P	BBA Darul Ihsan	2	22	teleone	Accountant	Dhaka	2

		University						
17	Q	M.A University of Dhaka	5	31	Express Systems Ltd	Sr. Sales Coordinator	Dhaka	1
18	R	MBA World University of Bangladesh	3	25	ISO Tech Group	Executive, Human Resource	Dhaka	2
19	S	M.ScNational University	4	27	bKash Limited	Call Center Agent	Rangpur	2
20	T	M.Sc(Masters) in Computer Science National University	6	29	Modern Herbal Group .	Accountant	Tangail	0
21	U	Bsc. (Honours) Jahangirnagar University	5 Months	23	Imperial Consultancy Services	Call Center Agent	Dhaka	1
22	V	Bsc. in ETE South East University	1	22	Revaluation Bangladesh Ltd.	Tele sales Consultant	Barishal	2
23	W	BBA Bangladesh University of Business Technology	1	26	New Jarwa House	Customer care	Dhaka	3
24	X	M.A. Jagannath University	3	27	National Ideal School	Assistant Teacher	Bogra	1
25	Y	BBA, North South University	4	27	Anupam Publicity Agency	Marketing Executive	Dhaka	2
26	Z	MBA Northern University- Bangladesh	4	25	Shah Marine & Business institute	Student Counselor	Sherajgong	2
27	AA	BBA Northern University Bangladesh	0	25	Not employed	N/A	Faridpur	1
28	AB	Bachelors of Science National University	1	27	Fastway Internatinal Ltd.	Customer care	Rangpur	2
29	AC	BA Govt Bangla College	6	28	HARMONY SPA & KLEOPATRA BEAUTY SALOON	Senior Customer Service Officer	Gopalgong	2
30	AD	MBA Southeast University	3	27	Banglalink Digital communication Ltd	Careline officer	Tangail	3
31	AE	MBA (Reguler-2 Years) Shanto Mariam University of Creative Technology	3	25	Eastern Bank	Collection	Perojpur	2
32	AF	BSc(Hons)BIT Daffodil International University	3	26	Babylon Group.	Customercare & Sales development	Rangpur	2
33	AG	M.B.S National University	3	28	NOMAN GROUP (ZABER & ZUBAER FABRICS LTD.)	Assistant Commercial Official	Madaripur	1
34	AH	BSS Degree(Pass) National University	2	23	Voyager Builders Ltd.	Receptionist	Sherajgong	1
35	AI	BA in English American International University	2	24	Services and Solution International Ltd.	Customer care	Narail	2

		Bangladesh						
36	AJ	Masters Of Business Studies (M.B.S) National University	3	26	Genex Infosys Limited	C.S.E, Customer Experience	Pirojpur	2
37	AK	BBA National University	2	26	CARRY FAMILY	Accountant	Nawabgonj	2

Table-02: Data for the position of Customer Care Officer (Job Title-02)

Here we can also observe the perpetual mismatch between employer's requirement and shortlisted applicant's pool. For the position of customer care officer total applied 1554 candidates, 60 applicants CV has been viewed, 23 meet essential and desirable criteria with employers exact job requirement but 37 applicants doesn't meet the exact employers criteria for the specified position. From Table-02 we can see the mismatch between employers and candidates pool. Here 4 major criteria are education, experience, age and working experience in customer service area has been considered, working organization has been considered as optional. For each 30 applicants pool application has been viewed and they have been rated based on those major criteria, as this position is for customer care so here mostly focused on experience and age. Most of the candidates don't meet the working experience. As huge number of candidates applied here so to get the desired candidate employer can select those who meet minimum 3 criteria.

Job Title-03: Manager, Supply Chain (Rancon Services Limited)

No. of Vacancies: 01

Job Description / Responsibility

- To plan, manage and coordinate all activities related to sourcing and procurement of product and spares so that supplies are timely available to meet changing levels of demand;
- Adapt changes in the processes to meet changing regulatory requirements.

Educational Requirements

Minimum bachelors from a reputed university

Experience Requirements

- At least 8 year(s)

- The applicants should have experience in the following business area(s):
Automobile Companies

Additional Job Requirements: Ensure timely availability of all sorts of materials related to production

Salary Range- Negotiable

Job Level : Mid Level Job.

Job Location- Dhaka

**Considerations in shortlisting for the position of Manager, Supply Chain,
(Job Title-03)**

Major Requirement by Employer	Total Applied	Viewed	Meet Job Requirement with specified job responsibility	Doesn't meet Job requirement completely
Education: BBA Experience: 8 Years Age: Not mentioned Working Area: Automobile Company Work experience: Familiar with Supply chain & Sales procedure	482	70	40	30

Application Exploration Criteria: Doesn't meet the job requirement, (Job Title-03)



Doesn't Meet
Criteria

	person short-listed	Education	Experience (Years)	Age (Optional)	Related Experience		Geographical Area	Rating Scale
					Existing Organization (Optional)	Working Area		
1	Mr. A	Masters in SCM	12.9	35	BSRM Group of Companies	Head of Procurement	Pabna	2
2	B	Ph.D in Supply Chain	8.2	38	Save the Children Int.	Supply Chain	Rangpur	2
3	C	MBA (Marketing)	21.5	42	Energypac Confidence Power Venture Ltd	Logistics Expert	Mongla	2
4	D	B.Sc. In Computer Science	12.8	39	Hyundai Motors BD Ltd	Supply Chain	Tangail	2
5	E	PGD in SCM	15.2	40	Robi Axiata Ltd.	Supply Chain	Rangpur	2
6	F	MBA (Finance)	20	49	Madina Group	Sales	Noakhali	1
7	G	MBA	21.4	48	Cemex Cement Bd Ltd.	Sales & Marketing	Dhaka	1
8	H	B.Sc. In Mechanical Engineering	10.9	37	BATB	Supply Chain	Dinajpur	1
9	I	B.Sc.Ag.(Hons.) Patuakhali Science and Technology University	0	23	Not employed	N/A	Dhaka	0
10	J	MSS in Public Administration	19	40	Brenntag BD Ltd	Supply Chain	Dhaka	1
11	K	MSS in Public Administration	11.6	37	UNDP	Marketing & Logistics	Faridpur	0

12	L	MBA	29	53	Rupayan Housing Estate Limited	Head of Procurement	Noakhali	2
13	M	MBA, Marketing	15.1	32	Navana Batteries Ltd	Head of supply Chain	Barishal	2
14	N	BSc in Civil Engineering	10.9	32	Nokia Siemens Netwrks BD Ltd.	Sales & Marketing	Faridpur	0
15	O	MBA, HRM	22.4	52	CEAT BD Ltd	Logistics dept	Barishal	2
16	P	LLB, Law	14.1	35	Hyundai Motors BD Ltd	Head of Procurement	Bagura	2
17	Q	MBA, Marketing	17.4	40	Grameen Phone	Sales & Marketing	Dhaka	1
18	R	M.Com, Accounting	23.6	53	TVS Auto BD Ltd.	Sales & Marketing	Siddheshori	1
19	S	EMBA, Marketing	14.7	39	Nitol Motors Ltd	Supply Chain	Pabna	3
20	T	MBA , Marketing	13	35	Hyundai Motors BD Ltd	Marketing & Logistics	Sherajgong	3
21	U	MIB- Masters of International Business The university of Greenwich (London, UK)	11	34	Aayan Trade Link,	Regional Sales Manage	Dhaka	0
22	V	Master of Engineering Bangladesh University of Engineering and Technology	3	25	Network Hardware Solutions Limited	Procurement	Nilphamari	0
23	W	MBA LNM Institute of Economic Development and Social Change, India	12	38	EXPERTLINE AGRO COMMERCE	Head of Supply Chain and Marketing	Tangail.	2
24	X	MBA IBA,Jahangirnagar University	2	28	ACI Logistics Limited	Category Development	Tongi	0
25	Y	MBA American World University (Bangladesh Campus)	27	53	Grameenphone Ltd	Warehouse	Dhaka	2

26	Z	Bachelor Of Business Administration Daffodil International University	4	27	The New Horizons Computer Learning Centers	Sr. Marketing Executive	Mongla	0
27	AA	M.S.S. Jahangirnagar University	10	39	Michanicou Bros	Business Exicutive/Admin	Madaripur	0
28	AB	B.Sc in Electrical & Electronic Engineering Eastern University	11	32	Navana Electronics Limited	Deputy Manager Supply Chain	Bogra	2
29	AC	BA National University	17	37	Pal mal group	Assistant Manager (Transport)	Pabna	0
30	AD	B A (pass) National University	17	40	Ascott The Residence	Manager Accounts	Dhaka	0

Table-03: Data for the position of Manager, Supply Chain (Job Title-03)

Here we can also observe the perpetual mismatch between employer's requirement and shortlisted applicants pool for the position of manager, Supply Chain, total applied 482 candidates, 70 applicants CV has been viewed, 40 meet essential and desirable criteria with employers exact job requirement but 30 applicants doesn't meet the exact employers criteria for the position. From Table-03 we can see the mismatch between employers and candidates pool. Here 4 major criteria are education, experience, working experience and working area has been considered, age has been considered as optional. For each 30 applicants pool application has been viewed and they have been rated based on those major criteria, as this position is for supply chain manager so here mostly focused on experience and working area. Most of the candidates don't meet the working experience. As huge number of candidates applied here so to get the desired candidate employer can select those who meet minimum 2 because number of those candidates who meet criteria 3 is less.

5.3 Selection of Potential Candidates

On receipt of employment application(s) may they be in response to the advertisement will arrange weighted scoring or preliminary interview as the case may be for the purpose of listing potential candidates.

Concerned Function/Department Head at the BU or Corporate Office will then be forwarded with selected applicants for review and if necessary for future short listing of at least three suitable candidates. They have to be called for further interview along with the Function/Department Head of the requiring Department, if necessary.

Structured interview will be held in line with The Group guidelines following interviewing techniques (Structured interview forms and questions are available with Corporate HR Department).

If however, the applicants do not appropriately match the job requirement, the position shall be re-advertised and re-searched.

Assessment of the interviews should be recorded on the Assessment Form or Candidate Evaluation Form (as available with Corporate HR Department) (Annexure-II) and maintained by Manager or BU HR Manager as applicable.

The Corporate HR Department or BU HR Department (as applicable) will verify the information offered by an applicant in his or her employment application. All applicants should be advised that false statements on the Company's employment application form are grounds for immediate dismissal, regardless of length of employment before the falsification is discovered.

For Managers and above positions, Head of Group HR will make final selection in agreement with the requisitioning BU/Function/Department Head and decide on appropriate salary grades. For very senior positions he will consult the Managing Director.

For the positions up to Assistant Manager or below Executive level BU HR Manager will make final selection in agreement with the requisitioning BU/Function/Department Head and decide on appropriate salary grades having consented by Head of Group HR.

Minimum Standards for Employment:

Candidates for the job opening will be selected on the basis of qualification, merit, competence, experience, future potential and satisfactory character and employment reference, without regard to race, creed, sex, origin, etc.

Candidates not qualified for employment are:

- Candidates who have previously worked in a permanent, full time job for the Company and were terminated for any cause including resignation.
- Candidates not having attained the age of 18 years.
- Candidates not found fit by Company Medical Officer.
- Candidates failing minimum standards for different positions as prescribed in the recruitment standard.

Candidates should possess general qualification of merit in the related field, ability, competence education background and have potential for promotion and further advancement in the Company.

Part-06

Results & Discussion:

After the advertisement for a particular job the HR department starts collecting the CVs, those are collected from mostly bdjobs, those online applications are downloaded and printed, and some are collected through references.

After collecting the applicants' CVs the qualifications, experience, age and other required criteria are matched with applicant's pool. Though employers advertise their required position to get a best person for that position, still they may face a problem when they go for short listing the applicant's pool. So there is a mismatch between required capabilities for a vacancy and the available capabilities in a shortlisted candidate's pool. Candidates apply who doesn't meet the requirement or meet minimum requirement of the specified position that we can see from our collected data from bdjobs mentioned in the Table.

From here we can observe that based on job level the number of applied candidates also varies, such as for entry level job candidates are applying as the year of experience is less,

most are fresher's or those are not employed yet. Another thing is that most of the candidates origin is out of Dhaka city, so they are applying mostly although they doesn't meet the requirement. In general candidates those are not satisfied with their current job or want better opportunity for their career progression, they are also applying for the advertised position to get an opportunity.

Recruiter can shortlist the best possible candidates who meet the minimum requirement of the specified job. Here by collecting data for some specific role we have been found the existing mismatch between required capabilities for a vacancy and the available capabilities in a shortlisted candidate's pool. CVs of some specific role has been shortlisted and found that the candidates who meet minimum requirement of the employers, they also applied for that position. But when the employers go for selection it's become difficult to find out the desired applicant for the position.

For example, there are degrees of qualified candidates. If employers want 10 years of experience and candidates have two years, this probably isn't the job for that candidate. But if employers want 3-5 years of experience and candidates have two years, then they can go ahead and apply. This is how the employers try to match the desired capabilities of candidate's pool.

So during the time of selection employers rated CVs based on the candidate's capabilities. Then it becomes easier to shortlist the relevant applicants for the desired position. When employers will follow this process it will save their time to shortlist the CVs, will get desired candidates easily. In general for higher number of applicants it becomes difficult for employers to get the desired candidates, so to reduce the number of candidate's for interview, short listing is more important. If employers can shortlist the candidates perfectly then it will be easier to get the desired candidates for the desired position.

Part- 07

Recommendation:

The recommendations to overcome the problems are very specific and easy to achieve. Those are below-

❖ **A more efficient recruitment process:** The current recruitment process in Rangs is very lengthy and inefficient. The whole process should be outsourced to some HR firms. Now days, every big organizations are outsourcing their recruitment process. This way they are saving the time and have less hassle. And due to the outsourcing, the recruitment process is impartial and more efficient though there are some flaws in it. But still, the process should be outsourced.

❖ **Psychometric analysis and test during recruitment:** during the recruitment process, no psychometric analysis and test is conducted but it is absolutely necessary. Due to lack of this test, many employees who don't have the proper mindset to work properly in the company, or have lack of maturity, or behavioral competency are being recruited. So, this test and analysis has to be introduced as soon as possible.

❖ Rangs website should be updated more frequently with the current issues and vacancies. It will ease the work of HR as more people would be informed.

Part-08

Conclusion:

Hiring managers want to hire the best person for the job, they've budgeted a certain amount for the position, and they're not going to take a weaker candidate just because they offers to work for less than the budgeted salary. It's pretty hard to get hired for jobs for them who are under-qualified for in this market. Employers try to find out highly qualified candidates for their desired position, even though there is a chance for applicants who are fairly closed with the employer's desired requirement then it doesn't matter when the applicants don't meet the perfect requirement of the employers. Rangs Group, they are also trying their best to apply the modern HR Recruitment practice within the Organization. To get better recruitment and selection results Rangs need to bring some major changes in its HR recruitment process. The recommendations are based on the finding and taking the recommendations seriously and acting accordingly will surely help to overcome the existing obstacles.

References:

1. Alan Price. *Human Resources Management*, (4th edition), Thorough and comprehensive treatment of all the key aspects of HRM.
2. Beckhard, R. (1969). *Organization development: Strategies and models*. Reading, MA: Addison-Wesley.
3. Burke, W. W. (2008). A contemporary view of organization development. In T. G. Cummings (Ed.), *Handbook of organization development* (pp. 13–38). Thousand Oaks, CA: Sage.
4. Egan, T. M. (2002). Organization development: An examination of definitions and dependent variables. *Organization Development Journal*, 20(2), 59–71.
5. Marshak, R. J. (2006). Organization development as a profession and a field. In B. B. Jones & R. Brazzel (Eds.), *The NTL handbook of organization development and change: Principles, practices, and perspectives* (pp. 13–27). San Francisco: Pfeiffer.
6. Robert L. Mathis , John H. Jackson, *Human Resource Management*, (11th edition)
7. Schein, E. H. (2009b). *Helping: How to offer, give, and receive help*. San Francisco: Berrett/Koehler.

Websites:

1. <http://hiring.monster.com/hr/hr-best-practices/recruiting-hiring-advice/acquiring-job-candidates/legal-hiring-process.aspx>
2. http://www.twu.edu/downloads/recruit-select/TWU_Novus_Overview_Presentation.pdf
3. <https://hr.unimelb.edu.au/advice/toolkits/recruitment/shortlisting>
4. <https://hr.unimelb.edu.au/advice/toolkits/recruitment/advertising#vacant>
5. <http://www.stlouisfed.org/publications/re/articles/?id=2123>
6. <https://www.ahri.com.au/assist/recruitment-and-selection>
7. <http://hr.ucr.edu/recruitment/guidelines/process.html>
8. http://www3.hants.gov.uk/childrens-services/childcare/providers/business-support/childcare-recruitment/childrens-services-childcare-jobs_recandretguide/childrens-services-childcare-rrgsec5.htm
9. <http://www.referenceforbusiness.com/management/Em-Exp/Employee-Screening-and-Selection.html#ixzz3BrJPziQ1>
10. <http://www.referenceforbusiness.com/management/Em-Exp/Employee-Screening-and-Selection.html#ixzz3BrSn1wZD>

11. http://amrccapache2prod.taleo.net/mywebtop800/resource_center_en/media/studies_trends/iLogosInternalMobility/iLogos_Int_Mobility_Report.pdf
12. <http://www.bdquery.com/details.php?c=492>
13. http://www.maca.gov.nt.ca/school/tools/JD_docs/Human%20Resource%20Officer%20JD..pdf
14. <http://www.websukat.com/pdf-files/Human-resource-management/nature-and-scope-of-HRM.pdf>
15. <http://lifehacker.com/5908557/why-you-should-still-apply-to-a-job-even-if-you-dont-meet-the-exact-job-requirements>
16. <http://www.jobants.com/pages/what-do-employer-look-for-in-job-candidates>
17. www.bdjob.com