Dissertation Report
On
Recruitment and Selection Process in Bangladesh: A Case Study on Unilever Bangladesh Limited.

Submitted by:

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Submitted for the partial fulfillment of
the degree of Regular Master of Business Administration

Faculty of Business

Date of Submission: 22/04/2022

Letter of Transmittal

April 22, 2022

Abul Kalam
Professor
Department of Business Administration
Sonargaon University (SU), Dhaka.
Subject: Submission of Dissertation report

Dear Sir,

With humble honor and respect, I am submitting my internship report on "Recruitment and Selection Process in Bangladesh: A Case Study on Unilever Bangladesh Ltd." as per partial accomplishment of the requirements for the RMBA degree, I have completed thesis from "Unilever Bangladesh Ltd." [As per partial accomplishment of the requirements for the RMBA degree, this thesis has been carried out] under the supervision of you.

This report is an integral part of our academic courses in completion of the RMBA program which has given me the opportunity to have an insight into the Recruitment and Selection Process. I hope this report reflects on the contemporary issues on the HRM that the Process by organizations in our country.

In completing the report, I tried my best to blend all my knowledge and imparted every available detail and also attempted to avoid unnecessary amplification of the report. I humble request you to accept this report for your kind evaluation.

Sincerely Yours,

Jakir Hossain
ID: RMBA2101022017
Program: Regular Master of Business Administration
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Semester: Spring 2022
Sonargaon University (SU), Dhaka

Certificate of Supervisor

This is to certify that thesis paper of "Recruitment and Selection Process in Bangladesh: A Case Study on Unilever Bangladesh Ltd." has been prepared as a part of completion of the Regular Master of Business Administration program from Department of Business Administration, Sonargaon University (SU), carried out by Jakir Hossain bearing ID*:* RMBA2101022017 under my supervision. The report or the information will not be used for any other purposes.

……..

Abul Kalam
Professor
Department of Business Administration
Sonargaon University (SU), Dhaka.

Student Declaration

I am Jakir Hossain, a student of Regular Master of Business Administration, ID: RMBA2101022017 from Sonargaon University would like to solemnly declare here that this report on "Recruitment and Selection Process in Bangladesh: A Case Study on Unilever Bangladesh Ltd." has been authentically prepared by me. While preparing this report, I didn't breach any copyright act internationally. I am further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate.

Sincerely Yours,

……..
Jakir Hossain
ID: RMBA2101022017
Program: Regular Master of Business Administration
Department: Faculty of Business
Major: HRM
Semester: Spring 2022
Sonargaon University (SU), Dhaka

Letter of Authorization

This is to certify that this project report titled "Recruitment and Selection Process in Bangladesh: A Case Study on Unilever Bangladesh Ltd." is the bona fide work of Jakir Hossain, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

…….

Abul Kalam
Professor
Department of Business Administration
Sonargaon University (SU), Dhaka.

Acknowledgement

In the beginning I would like to express my gratefulness to the almighty of Allah who has given me the opportunity go through the whole procedures of thesis and to write a report in this regard successfully.

Thesis report is a crucial part of RMBA program as one can gather practical knowledge and skills within the period of three months by observing and performing the daily activities of a chosen organization.

At first, I would like to acknowledge my heartiest gratitude to the Honorable Prof. Abul Kalam**,** Department of Business Administration Sonargaon University (SU), who has given me full support, ideas and constant supervision throughout the semester for preparing this report. I am thankful to him for how he guided me with her extreme consistency in every aspect to make the report a successful one.

Finally, I convey my heartfelt thanks to my parents for their continuous support both financially and emotionally throughout my undergraduate program at Sonargaon University (SU) .

Executive Summary

Unilever Limited is one of largest multinational business firm in the world. Over the last four decades, Unilever Bangladesh has been constantly bringing new and world-class products for the Bangladeshi people to remove the daily drudgery of life. Over 90% of the country's households use one or more of our products. It provides sixteen verities brands and try to mitigate all types of human demand by introducing with new innovative products.

Unilever Operations in Bangladesh provide employment to over 10,000 people directly and through its dedicated suppliers, distributors and service providers. 99.5% of UBL employees are locals and they have equal number of Bangladeshis working abroad in other Unilever companies as expatriates. Unilever wants to attract the best graduates to join in their leadership actions. This report enlightens what type of recruitment opportunities offered by Unilever Bangladesh Limited for university students and how the students can access that opportunity.

Unilever look for passionate people who want to do real business and have the potential to be highly motivated by brands, and are enthusiastic, creative and rigorous. They want people who are hungry for success and can work confidently in teams.

Unilever create an environment where people with energy, creativity and commitment work together to fulfill ambitious goals. In addition, they all work to the highest standards of professional excellence and integrity.

Most career areas are open to graduates of any discipline, although there are some exceptions. If you know which area interests you, great – but it's good to keep an open mind and find out about all the opportunities they offer.

Unilever accomplish their recruitment and selection process basically into three criteria. One is committed in distribution department where employs is selected on their physical skilled and recruitment and selection process is committed by competency-based interview, Case study interview, based on case study materials, group discussion, again based on case study materials. It is arranged for entry-level applicants. And in higher level job performer is hired in "special people" job recruitment process. Special people who are already perform within the organization or other relative organization and promoted as a company's core decision maker.

Unilever Bangladesh have a certain connection with the consumers. Among others, Closeup inspires confidence, Lux believes in star power and Surf Excel encourages all to learn through new discovery and exploration. Unilever believe in all these insights as well. They believe the people who work with us are confident of their capabilities, believe in nothing less than star performances and of course are not afraid to work hard at achieving goals.

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Chapter 1

INTRODUCTION

1.1 Introduction

I have done my major in human resource management from **Sonargaon University (SU)**. There I have completed one year and four months of the theoretical part of the RMBA. Now the rest of the practical part I have completed from **Unilever Bangladesh Ltd.** HR department. This practical part will be evaluated by my honorable academic supervisor. For that reason, I have prepared this report on the basis of my practical experience and submitted to my supervisor. The topic of the report is "Recruitment and Selection Process in Bangladesh: A Case Study on Unilever Bangladesh Ltd". As a part of my thesis program for my RMBA I got the opportunity to do more analysis in a multinational company named Unilever Bangladesh Ltd. In Unilever Bangladesh Ltd. I was assigned in the Human Resource department. My organizational supervisor was Mr. Md. Kabir Hossain, General Manager (HR & Compliance). My project topics covered the aspects of the HR department and the various issues related to it in respect to the company. The topic was approved by my university supervisor Associate Prof.ABUL KALAM, Department of Business Administration of Sonargaon University (SU). My program started from 1st January 2021 and ended at
28th April 2022. My project was on the Recruitment and Selection Process on Unilever Bangladesh Ltd. It was assigned to me by my organizational supervisor.

1.2 Objectives of the Study

We have prepared this report based on two purposes. Those are-

1.2.1 General Objectives:

The main objective of this report is to have an assessment about overall activities of customer development department. How they manage all the selling process, what services it is providing to the shoppers and how retailers are getting benefit from it and finally what is the gain for Unilever from this project, in short how it is meeting up the requirements of the three stakeholders of the company.

1.2.2 Specific Objectives:

- Unilever is one of the world greatest consumer goods companies. The report is strongly informed with how this multi-local multi-national company conducts the aptitude and psychometric for a candidate and how it helps them to get objective, reliable and relevant information on candidates.

- Unilever always try to add variety in life. At Unilever they have created an environment where people with energy, creativity and commitment work together to fulfill ambitious goals. This report helps us to know how the selection process of a candidate leads him to become leader.

- Selection is the last step for hiring a right employee. In Unilever Bangladesh Limited, the selection board lasts for an entire day and covers a wide range of activities for fulfilling this post. By studying the report, we will know what type of activities they arrange for the entire day to get the final candidate.

- Unilever wants to attract the best graduates to join in their leadership actions. This report enlightens what type of recruitment opportunities offered by Unilever Bangladesh Limited for university students and how the students can access that opportunity.

1.3 Limitations of the Study

I am lucky to enough to have a get chance to prepare a report on "Recruitment and Selection process in Unilever Bangladesh Ltd." I tried with all my heart & soul to prepare a well-informed report. But unfortunately, I faced some difficulties when preparing this report. I tried to overcome the difficulties. In spite of trying my level best, some difficulties that hamper my schedule report work:

1.3.1 Shortage of Time:

Within a short time, I need to prepare some other courses' reports for in this session.
For this reason, I could not get a fluent time schedule for the report.

1.3.2 Limitation of Related with the Organization:

The employees of Unilever Bangladesh Limited were too busy of their work. For this, they did not sufficient time to fulfill my queries and some of them neglected me to support.

1.3.3 Difficulty in Collecting Data:

Many employers of the organization were not well known about all information that I asked them. Many of them also hesitated to answer the questions. These things hampered the information collection.

1.3.4 Confidential Data:

I have received some confidential data which cannot be disclosed in public, so those data and information had to be ignored for this report.

1.4 Methods

For making any report most of the data should be taken that reflect actual situation. I have collected various types of primary and secondary data for this report. I can systematically say that the report input was collected from two sources-

1.4.1 Primary sources:

Face to face conversation with the employees in Khulna regional office and share their own experience in getting job.

1.4.2 Secondary Sources:

i. Unilever Bangladesh Ltd. official web-site
ii. Annual Reports
iii. Prospectus
iv. Brochures

1.5 Report Preview

In the following pages, the report is prepared for the practical knowledge about recruitment and selection process. First, I draw an overall picture of Unilever Bangladesh Limited. Then, I try to point out recruiters' qualification, recruitment method and recruitment constrains and challenges of Unilever Bangladesh Ltd. After that I describe selection process in Unilever Bangladesh Ltd. Finally, I accumulate the findings, analysis them and draw a conclusion and give some recommendations for future steps.

CHAPTER 2
Profile Of the Organization

2.1 The Corporate Objectives of Unilever Limited

Unilever's mission is to add vitality to life. They meet every day needs for nutrition, hygiene, and personal care with brands that help people feel good, look good, and get more out of life.

2.1.1 Top Ten Facts

- Their worldwide turnover in 2003 was €42,942 million.
- Unilever employ 234,000 people in around 100 countries worldwide.
- Every day, 150 million people choose their brands to feed their families and to clean themselves and their homes.
- Over half of their sales are generated by their Foods brands, which include Knorr, Flora/Beckel, Hellmann's, Lipton, Igloo / Birdseye / Findus, Rama / Blue Band, Slim Fast, Bertolli and the ice cream 'heart' brand.
- In many parts of the world, they lead the home care market with brands such as Oma, Surf, Skip, Coif and Comfort.
- Their leading personal care brands include Dove, Lux, Sun silk, Pond's, Axe/Lynx and Rexona.
- In 2003 they spent €1,065 million on research and development - 2.5% of their turnover.
- They spent over €66 million on a wide range of community projects in 2003, equivalent to 1.5% of pre-tax profits.

- At the end of 2003, they were buying more than half their fish from sustainable sources.

- They have 114 manufacturing sites certified to the international environmental management standard, ISO 14001

2.1.2 Code of Business Principles

Standard of Conduct

Unilever conduct its operations with honesty, integrity and openness, and with respect for the human rights and interests of their employees. They shall similarly respect the legitimate interests of those with whom they have relationships.

Obeying the law

Unilever companies and their employees are required to comply with the laws and regulations of the countries in which they operate.

Employees

Unilever is committed to diversity in a working environment where there is mutual trust and respect and where everyone feels responsible for the performance and reputation of their company. Unilever will recruit, employ and promote employees on the sole basis of the qualifications and abilities needed for the work to be performed. They are committed to safe and healthy working conditions for all employees. They will not use any form of forced, compulsory or child labor. They are committed to working with employees to develop and enhance each individual's skills and capabilities. They respect the dignity of the individual and the right of employees to freedom of association. They will maintain good communications with employees through company-based information and consultation procedures.

Consumers

Unilever is committed to providing branded products and services which consistently offer value in terms of price and quality, and which are safe for their intended use. Products and services will be accurately and properly labeled, advertised and communicated.

Shareholders

Unilever will conduct its operations in accordance with internationally accepted principles of good corporate governance. They will provide timely, regular and reliable information on their activities, structure, financial situation and performance to all shareholders.

Business Partners

Unilever is committed to establishing mutually beneficial relations with their suppliers, customers and business partners. In their business dealings They expect their partners to adhere to business principles consistent with their own.

Community Involvement

Unilever strives to be a trusted corporate citizen and, as an integral part of society, to fulfill their responsibilities to the societies and communities in which they operate.

Public Activities

Unilever companies are encouraged to promote and defend their legitimate business interests. Unilever will co-operate with governments and other organizations, both directly and through bodies such as trade associations, in the development of proposed legislation and other regulations which may affect legitimate business interests. Unilever neither supports political parties nor contributes to the funds of groups whose activities are calculated to promote party interests.

The Environment

Unilever is committed to making continuous improvements in the management of their environmental impact and to the longer-term goal of developing a sustainable business. Unilever will work in partnership with others to promote environmental care, increase understanding of environmental issues and disseminate good practice.

Innovation

In its scientific innovation to meet consumer needs they will respect the concerns of their consumers and of society. They will work on the basis of sound science, applying rigorous standards of product safety.

Competition

Unilever believes in vigorous yet fair competition and supports the development of appropriate competition laws. Unilever companies and employees will conduct their operations in accordance with the principles of fair competition and all applicable regulations.

Business Integrity

Unilever does not give or receive, whether directly or indirectly, bribes or other improper advantages for business or financial gain. No employee may offer, give or receive any gift or payment which is, or may be construed as being, a bribe. Any demand for, or offer of, a bribe must be rejected immediately and reported to management. Unilever accounting records and supporting documents must accurately describe and reflect the nature of the underlying transactions. No undisclosed or unrecorded account, fund or asset will be established or maintained.

Conflicts of Interests

All Unilever employees are expected to avoid personal activities and financial interests which could conflict with their responsibilities to the company. Unilever employees must not seek gain for themselves or others through misuse of their positions.

Compliance - Monitoring – Reporting

Compliance with these principles is an essential element in their business success. The Unilever Board is responsible for ensuring these principles are communicated to, and understood and observed by, all employees. Day-to-day responsibility is delegated to all senior management of the categories, regions, functions and operating companies. They are responsible for implementing these principles, if necessary, through more detailed guidance tailored to local needs. Assurance of compliance is given and monitored each year. Compliance with the Code is subject to review by the Board supported by the Audit Committee of the Board and the Unilever Executive Committee.

2.2 The Corporate Objectives of Unilever Bangladesh Limited

At the heart of the corporate purpose, which guides Unilever Bangladesh in its approach to doing business, is the drive to serve consumers in a unique and effective way. This purpose has been communicated to all employees worldwide.

Unilever Bangladesh deep roots in local cultures and markets around the world give them its strong relationship with consumers and are the foundation for their future growth. It will bring its wealth of knowledge and international expertise to the service of local consumers – a truly multi-local multinational.

Unilever Bangladesh long-term success requires a total commitment to exceptional standards of performance and productivity, to working together effectively, and to a willingness to embrace new ideas and learn continuously.

To succeed also requires, they believe, the highest standards of corporate behavior towards everyone they work with, the communities they touch, and the environment on which they have an impact.

This is their road to sustainable, profitable growth, creating long-term value for their shareholders, their people, and their business partners.

2.3 Beliefs and Values of Unilever Bangladesh Limited

2.3.1 Unilever's Beliefs:

Unilever believe "Dirt is Good." Not surprisingly they are looking for people who aren't afraid to get their hands dirty.

All their brands at Unilever Bangladesh have a certain connection with the consumers. Among others, Closeup inspires confidence, Lux believes in star power and Surf Excel encourages all to learn through new discovery and exploration. They believe in all these insights as well. They believe the people who work with us are confident of their capabilities, believe in nothing less than star performances and of course are not afraid to work hard at achieving goals.

2.3.2 Unilever's Values:

Their diversity as a business helps them understand their richly diverse consumers. But as a team, they have common values and a shared set of management capabilities.
Here's what they are:

Passion to Win

Because you have the energy and drive to improve business results, you overcome obstacles and are prepared to take risks. You look for new opportunities and are never satisfied with the status quo.

Business Focus

You never lose sight of the needs of consumers and customers. You understand how they are affected by trends and use this knowledge to create value.

Intellectual Skills

You see the 'big picture' and can make an objective analysis of what needs to be done before taking action to get there. You're creative; you explore new approaches and are alert to new trends and patterns.

People Skills

Your leadership style inspires others to raise their standards and achieve ambitious goals. You're adept at influencing and gaining support from colleagues. You're keen to understand others and are an effective team player, with a commitment to team objectives rather than your own interests.

Integrity

You have integrity. You're prepared to stand up for your own convictions and values, and take difficult decisions that challenge the norm. You're able to learn from your mistakes and successes.

Working with Unilever

At Unilever people with energy, creativity and commitment work together to fulfill ambitious goals. The passion of their people is their greatest strength. At Unilever, they work together to the highest standards of professional excellence and integrity to make a difference to people's everyday lives.

People First

As a business, they consistently rank among the world's most admired employers and have a reputation for putting people first. That's because they provide opportunities for all their people to pursue their careers goals, develop professionally and maintain a healthy balance between their professional and personal lives. They're committed to their people because they recognize that their strength comes from their energy and passion. And they believe that diversity makes us stronger, through individuals working together to deliver outstanding results.

Multi-local Multinational

Their business activities reach right around the world, with their local companies focusing on their local markets and communities. Their commitment to developing strong local businesses makes Unilever unique – and it's why they call themselves the 'multi-local multinational'.

2.4 Major Operational Department of Unilever Bangladesh Limited

There are many operational departments where many people can make their careers within and in this section, you can find out more about them.

1. Career in Brands & Development
2. Careers in Supply Chain management
3. Career in Human Resources

4. Career in Finance
5. Career in Information Technology
6. Careers in Customer Management

2.4.1 Career in Brands & Development

Create, develop and present the brand so memorably that it stands out against fierce competition in the marketplace.

Career in Brands

Brand Building careers are for marketing professionals who would like to take innovative leads and gain their share of the consumers' wallet in the local marketplace.

Building the Brand

Brand Management is an exciting profession where one is responsible for the growth and profitability of the brand. The job lies in building and presenting a brand so memorably that it stands out against fierce competition in the marketplace. Gathering deep consumer insight, Brand Managers identify and define brand personality. On the one hand they look after the brands on a daily basis: planning and organizing activities that boost their image and increase their exposure. The job becomes all the more challenging in maintaining leadership positions in a competitive market, as at Unilever Bangladesh most of their brands are market leaders.

Understand Consumer Trends

Unilever identifies consumer trends regionally and Brand Managers have to work with those insights and build the brand for the local markets

An Exciting Interaction with Consumers

Presenting the exciting Unilever Brands to the local market, the Brand managers work with regional development teams to bring more exciting brands to the market, covering a range of innovation activities across the entire portfolio.

Unilever Development team explores new ideas by gaining consumer insight, leading research and idea generation and working on product design (processing and packaging). They are responsible for developing cost effective formulations and packaging for the products and developing and improving the processes involved in their manufacture. Brand Managers through activation, communication and promotional activities help to fulfill consumer needs through the brands.

For Brands and Development functions, one needs to have:

- A real interest in consumers as well as intuitive understanding of their behavior, and what works (and doesn't!) in specific markets.
- Very strong interpersonal skills and the ability to lead cross functional team.
- Strong analytical ability.
- For those interested in Development, technical skills in areas of work (packaging development and process development).
- Creativity inspired by a passion for growth.

2.4.2 Careers in Supply Chain Management

As one of the world's largest consumer goods companies, their supply chain management is one of the most advanced, efficient and challenging systems; from finding the raw materials to delivering their end product.

The Key Strategic Driver

Supply Chain is responsible Supply chain is a key strategic driver in a company like theirs which produces over one hundred Stock Keeping Units (SKUs) to meet the everyday needs of people everywhere. Proper planning, improvising Procurement Processes, First Time Right Manufacturing and timely Distribution are crucial strategies that significantly affect the profitability of the company for all the stages from sourcing raw materials to delivering the end product to the end consumer - a process often referred to as Planning, Procurement, Manufacturing and Distribution.

Efficiency and Outstanding Service

In supply chain, using advanced technology and systems, you'll be responsible for ensuring that factories run efficiently and customers receive outstanding service. In other words, you would contribute significantly in optimizing the supply chain, expediting innovation and meeting efficiently customer needs. You will be at the heart of the process of bringing new products to the market, dealing with buying, manufacturing, development and marketing/customer management organizations.

New Technologies

Astute sourcing of raw materials, packaging and non-production items greatly reduces their business costs. In this vital and challenging role, you will be responsible for every interface between suppliers and the business. With your colleagues in supply chain and development, you will play a major role in the innovation of new technologies, often in partnership with a supplier. You will also need to focus energy to develop intimate knowledge of supply markets on a global scale and drive through new ways of working between suppliers and the business.

Cost Effective Quality Products

Their factory is considered to be the best in the country, earning us the recognition of producing international quality brands at affordable prices. Your challenge is twofold; making quality products from raw materials and packaging materials efficiently and cost-effectively, and helping in increasing the factory's flexibility so that they become more responsive to the ever-changing market scenario. On a day-to-day level you will be responsible for teams of people running production lines, and for quality, output and costs. In engineering functions, you will be responsible for maintaining their production facilities in the best possible condition.

Constantly Challenging & Exciting

Distribution plays an essential role in delivering sales and promotions activities planned for their customers. In an effort to outpace the competitors at the market place, evolving relationships with retailers make Distribution constantly challenging and exciting.

For Supply Chain you need the following skills:

- A high level of numeric proficiency and strong analytical ability
- Strong Negotiation skills
- Relationship and alliance management skills
- An entrepreneurial approach to the innovation and cost saving opportunities in supply markets
- The ability to work with other business cultures, and to organize effective links between them and their business

2.4.3 Career in Human Resources

Unilever's people are their most important asset. In Human Resources (HR), you'll support and develop those people, enabling them to deliver outstanding business performance.

Strategic Business Partners

People involved in human resources are strategic business partners to all functions facilitating, guiding, and helping in implementing the people's process for growth. They play both a tactical and a strategic role within every aspect of business partner, talent management, recruiting, management development, training, remuneration, communications, employee relations, and welfare. They also act as architects, of the organizations and facilitate and expedite the development of individual potential.

Fostering Leadership & Growth

In Human Resources, one is the anchor for building organizational capability, values and beliefs. You will be responsible for fostering leadership and growth in the organization.

To do this you need:

- A real interest in how people drive the business.
- Strong interpersonal and leadership skills.
- The strength and integrity to take tough decisions when necessary
- Strong understanding of the overall business.
- An interest in coaching and developing people.

2.4.4 Career in Finance

Finance in Unilever Bangladesh Ltd. is about being "Partners in Value Creation": it's about seizing opportunities to create value and working with their business teams to set and deliver aggressive targets.

Improving Overall Company Performance

Over time you will acquire tremendous breadth and depth in finance skills and business experience. You'll gain a thorough grounding in their company, becoming familiar with its processes, operations and risks and helping improve overall performance. From there the opportunities are diverse, ranging from positions in Controlling and Internal Audit to Treasury and Management or Financial Accounting.

Overview of Business Processes

A finance manager in Unilever Bangladesh is uniquely positioned to take a broad overview of business processes, knitting together activities across brands and professions. With a deep understanding of all the strategic drivers of growth and profitability, you'll work on how they can change and develop their business to become world class in all that they do.

For Financial management you need:

- Sound business awareness; the drive to ensure they get value for money, hit their financial targets and increase their profitability; a talent for seeing both detail and the bigger picture.
- A pro-active approach to improving the business and the communication skills to win support for your ideas.
- The personal commitment to obtain a professional accounting qualification, if required, alongside your initial development programmed.

2.4.5 Career in Information Technology

A career in IT gives at UBL you the opportunity to improve the way they do business.

Innovative Technology

As well as looking at innovative ways of using and managing information, you'll explore new ways of taking us to market, improve business processes and use technology to find new ways of working.

If you're interested in working on a huge range of projects, a career in IT at UBL could be for you. You could be part of a team developing new ways for us to work with other organizations, exploring new marketplaces, enhancing their connectivity with their distributors across the country and creating electronic exchanges. You could be on a project team in partnership with a major retailer, developing a web-enabled tool for promotions planning. You could even be part of the teams managing their own technology infrastructure.

Whatever your role is, they will ask more from you than just technical know-how. You'll need the communication skills to help your colleagues make the most of your team's innovations. And, of course, they'll continue to train and develop your technical and business, and competency skill sets.

For Information Technology you need

- The tenacity to use technology to create business change.
- Excellent communication, interpersonal and influencing skills.
- A highly logical approach to problem solving.
- The ability to understand technology and discuss IT with non-technical colleagues.

2.4.6 Career in Customer Management

The Customer Management team is responsible for the overall sales and distribution of their brands across the country. They are the bridge between the Brand Management team and the Consumers.

Brands that meet people's needs

The Customer Management team makes sure that they, as a company, meet the everyday needs of people everywhere through ensuring that their brands are always within the reach of them customers and consumers. To do so, pioneering new channels of distribution, ensuring visibility of their brands through

attractive merchandising, and developing their distributors to enhance their penetration and coverage are crucial responsibilities entrusted upon their Customer Management team.

Relationship Marketing

Increasing competition and the advent of modern trade has compelled customer management to shift from "Traditional Sales" to "Trade Marketing". With more trade sophistication, the role of Customer Management is evolving into Relationship Marketing where Channel Development, Merchandising, and Distributor Development play a crucial part in keeping the company ahead of competition and in outpacing market change.

For customer management one needs:

- Great passion to achieve targets.
- Very strong people management skills, good analytical ability.
- Strong customer orientation and the ability to develop action plans that can meet both the needs of their customers and the business.
- Real enthusiasm and the pace for competitiveness at retail.
- Practical creativity that focuses on results.
- Real drive to lead a team.
- Willingness to work anywhere in Bangladesh

2.5 Unilever Bangladesh Limited at a Glance

Over the last four decades, Unilever Bangladesh has been constantly bringing new and world-class products for the Bangladeshi people to remove the daily drudgery of life. Over 90% of the country's households use one or more of our products.

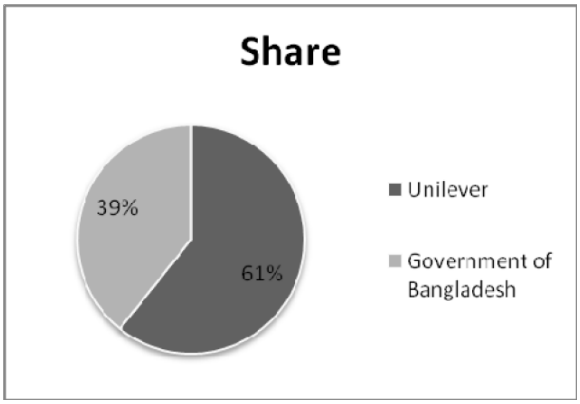
2.5.1 Type of Business

Fast Moving Consumer Goods Company with local manufacturing facilities, reporting to regional business groups for innovation and business results.

2.5.2 Operations

Home and Personal Care, Foods

2.5.3 Constitution



2.5.4 Product Categories

- Household Care
- Fabric Cleaning
- Skin Cleansing
- Skin Care
- Oral Care
- Hair Care
- Personal Grooming
- Tea based Beverages

2.5.5 Unilever Brands

- Wheel
- Lux
- Lifebuoy
- Fair & Lovely
- Pond's
- Close Up
- Sun silk
- Lipton Taaza
- Pepsodent
- Clear
- Vim
- Surf Excel
- Rexona
- Dove
- Vaseline
- Lakme

2.5.6 Manufacturing Facilities

The company has a Soap Manufacturing factory and a Personal Products Factory located in Chittagong. Besides these, there is a tea packaging operation in Chittagong and three manufacturing units in Dhaka, which are owned and run by third parties exclusively dedicated to Unilever Bangladesh.

2.5.7 Employees

Unilever Operations in Bangladesh provide employment to over 10,000 people directly and through its dedicated suppliers, distributors and service providers. 99.5% of UBL employees are locals and we have equal number of Bangladeshis working abroad in other Unilever companies as expatriates.

Unilever wants to attract the best graduates to join in their leadership actions. This report enlightens what type of recruitment opportunities offered by Unilever Bangladesh Limited for university students and how the students can access that opportunity.

CHAPTER 3

LITERATURE REVIEW

3.1 Definition of Recruitment

Recruiting is the process of finding & attracting capable applicants for employment. The process begins when new recruits are sought & ends when their applications are submitted. The result is a pool of applicants from which new employees are selected.

According to Robins, "The ideal recruitment effort will attract a large no of qualified applicants who will take the job if it is offered. A good recruiting program should attract the qualified & not attract the unqualified. This dual objective will minimize the cost of processing unqualified candidates".

So recruiting is a process of discovering potential candidates for the actual or anticipated organizational vacancies. Or from another perspective, it is a linking activity-bringing together those with jobs to fill and those seeking jobs.

3.2 Factors Influencing Recruiting Effort

Although every organization engages in recruiting activity some do so to a much larger extent than others.

a. **Size:**

Large organization with huge manpower will recruit much more than smaller organization.

b. **Employment condition:**

In the community where the organization is located will influence how much recruiting takes place.

c. **The effectiveness of past recruiting effort:**

It shows itself in the organization's historical ability to locate and keep people who perform well. If it is effective number of recruitment process will be few.

d. Working condition, salary & benefit package:

These influence need for turnover, therefore the future recruiting of the organizations.

e. Growth of the organization:

Organizations that are not growing, or those that are actually decline, may find little need to recruit. On the other hand, organizations that are growing rapidly will have more need of recruiting.

3.3 Possible Constraints on Recruiting Process

The pool of qualified applicants may not have included the 'best' candidate or the 'best' candidate may not want to be employed by the organization. There are five possible constraints which limit the manager's freedom to recruit.

a. The image of the organization:

If the image perceived to be low, then the likelihood of attracting a large number of applicants is reduced. Then the image of the organization, there for, should be considered a potential constraint.

b. Attractiveness of job:

If the job is unattractive, recruiting a large & qualified pool of applicants will be difficult for e.g., position for p.s. since these jobs traditionally appealed to females & woman have a wider selection of job opportunities. It has resulted in a severe shortage of secretarial jobs.

c. Internal organizational policies:

Internal organizational policies, such as "Promote from within wherever possible" will give priority to individuals inside the organization. Such a policy will ensure that all positions except entry level positions will be filled from within the ranks. Although this is promising once one is hired, it may reduce the number of applicants.

d. Union requirements:

Union requirements also restrict recruiting sources. Union determines who can apply & who has the priority in selection. It restricts management's freedom to select the best employees.

e. Government's Influence:

The Governments influence in the recruiting process should not be overlooked. An employer can no longer seek out preferred individuals based on non-job-related factors such as physical appearance, sex or religion background. Government may impose restrictions on these matters.

f. Recruiting Cost:

Recruiting by an organization is expensive sometimes containing a search for long period of time is not possible because of budget restrictions. So, recruiting cost can be one of the important constrain of recruiting efforts.

3.4 Recruiting Sources

Recruiting is more likely to achieve its objectives if recruiting sources reflect the type of the position to be filled. Certain recruiting sources are more effective than others for filling certain types of jobs. Mainly the sources can be divided into two ways. They are discussed below:

3.4.1 Internal Sources

Job Posting:

Posting notice of job openings on company bulletins boards is an effective internal recruiting method. It informs employees about openings & required qualifications & invites qualified employees to apply. The notices usually posted on company bulletin boards or electronic bulletin boards or are placed in the company newspaper. Qualifications & other facts are drawn from the job analysis information. The types of candidates may apply here in either of two ways-through (I) Self nomination and (II) Recommendation of a supervisor, employees who are interested in the posted opening report to the HR Department & apply.

a. Departing Employees:

Departing employees are those who leave the organization because they can no longer work the traditional forty-hour workweek, child care needs, education or others are the common reasons. If this situation is occurred then the employer use Buyback. Buyback means when an employee resigns to take another jobs & the original employer outbids the new job offer.

3.4.2 External Sources

In addition to looking internally for candidates, it is customary for organizations to open up recruiting efforts to the external community. These efforts are discussed below:

a. Advertisement:

When an organization wishes to communicate to the public that it has a vacancy advertisement in one of the popular methods used. Want ad describes the job, the benefits and tells those who are interested how to apply. It is the most popular method. It can be placed in the factory gate or widely dispersed. Normally blue color jobs are ad. outside the plant gate. The higher the position, the more specified the skills, or the shorter supply of resources in the labor force, the more widely dispersed the advertisement is likely to be. The job analysis information is a major source of information to place in the advertisement.

b. Employee Referrals/Recommendations:

Recommendation from a current employee. An employee will be recommended if he believe the individual can perform adequately. Employee referrals also may have acquired more accurate information about their potential jobs. The recommender often gives the applicant more realistic information about the job than could be conveyed through employment agencies or newspaper advertisement.

c. Employment Agencies:

We will describe three forms of employment agencies: Public or state agencies, Private employment agencies, & managements consulting firm. The major difference between these sources is the type of clientele served

(i) Public agencies: It is designed both to help job seekers to find suitable employment and to help employers to find suitable worker without any fee. The individuals who are registered with the public agencies will get the unemployment benefits. So, it tends to attract & list individuals who are unskilled or have had minimum training.

(ii) agencies: Private agencies are believed to offer position & applications of a higher caliber. The major difference between these two is their image**.** Private agencies may also provide a more complete line of services. They may advertise the position, initial screening, provide a guarantee.

The private employment agency's fee can be totally absorbed by either the employer or the employee, or it can be split. It depends on the demand-supply situation in the community involved.

(iii) Head hunters/Management consultant: It is special types of private employment agencies. They specialize in mid-level, rare & important top level executive placement of the reputed organizations. Fees are paid by the employer. It is considered as unethical because they engage 'stealing'. So, it is called head hunters.

d. Temporary helps Service:

These types of different organization can be a source of employees when individuals are needed on a temporary basis. Temporary employees are particularly valuable in meeting short-term fluctuations in HRM needs. It does not provide recruits. They are a source of supplemental workers. The temporary workers actually work for the agency. During vacation and peak season-these agencies can be a better alternative.

e. Schools' Colleges & Universities:

Whatever the educational level required for the job involves a high-school diploma, specific vocational training, or a collage background with a bachelor's, master's, or doctoral degree, educational institutions are an excellent source of potential employees**.**

Professional organizations:

It includes labor unions; operate placement services for the benefit of their members. The Professional organizations include such varied occupations as industrial engineering, psychology, accounting, legal, & academics. These organizations publish rosters of job vacancies & distribute these lists to members**.**

Employee leasing:

Whereas temporary come into an organization for a short-term project, leased employees typically remain with an organization for long periods of time. Under a leasing agreement, individuals work for the leasing firm. When an organization has a need for specific employee skills, it contracts with the leasing firm to provide a certain number of trained employees.

3.5 Selection

Selection is the process of select the best candidates for the job by using various tools and techniques.

According to R.M. Hodgetts, "Selection is the process in which an enterprise chooses the applicants who best meet the criteria for the available position."

So, we can conclude that, it is the process in which candidates for employment are divided into two classes; those who are to be offered employment and those who are not.

3.6 Testing guideline

Some basic testing guidelines are followed in selection process which are:

a) Use tests as supplements

b) Validate the tests for appropriate jobs

c) Analyze all current hiring and promotion standards

d) Beware of certain tests

e) Use a certified psychologist

f) Maintain good test conditions

3.7 Definition of Interview

Interviewing candidate is a potential screening tool that gives an opportunity to make judgment on the candidates' enthusiasm & intelligence & to access subjective aspects of the candidates' facial expression, appearance, nervousness & so forth & to predict future job performance on the basis of the obtained information. Interview gives you a chance to size up the candidate personally and to pursue questioning in a way that test cannot.

3.8 Types of Interviews

Interviews can be classified according to structured interview and unstructured interview.

a) Structured interview:

It is known as directive interview. It is an interview following a set of question & response are specified in advance.

b) Unstructured interview:

It is known as non-directive interview. It is an unstructured conversational- style interview. Question is asked as they come to mind. It allows the interviewer to ask follow-up questions, based on the candidate's last statement.

CHAPTER 4

RECRUITMENT IN UNILEVER BANGLADESH LIMITED

4.1 Recruiter's qualification

Recruiting is the process of finding & attracting capable applicants for employment. The process begins when new recruits are required & ends when their applications are submitted. The result is a pool of applicants from which new employees are selected.

Manager becomes involves in this process. However, in large organization, like the Unilever Bangladesh specialists are often used to find & attract capable analyst they are called recruiters.

First, Unilever is such a big organization that requires huge man power every year for its always boosting operations in various level and arena. However, for common business operations they need Three type of manpower

1. **Fresh graduates as knowledge worker,**
2. **Specialist experienced people for special purpose**
3. **People for Skilled and labor-based events**

So, in our discussion we will focus on all the three types.

Fresh graduates as knowledge worker

Commonly we discuss and learn major about this level recruitment and selection. The fresh graduates' recruitment is in fact the main and major recruitment event for Unilever.

From across the country, they get people for their recruitment. The universities in the country provide the people to be knowledge worker in big organizations like Unilever and such. For this they highly suit the business graduates Passed from reputed business school or institutes both from country and from abroad. The discussion is now designed as to the following four terms:

1. Personnel planning and vacancy announcement
2. Nature of Application form
3. Recruiters' qualification
4. channels of recruitment
5. Recruitment- Constraints and challenges

4.1.1 Personnel planning and vacancy announcement

Human Resource department headed by the HRM, receives data about need of personnel, the vacancy information is then analyzed by HRM in collaboration with the finance department with financial feasibility of the recruitment. After judging the feasibility, the approved number of vacancies is informed to the job market through strong mass media. As means of media they use

- The internet,
- Online based job portals
- English and Bangla news paper
- On campus recruitment
- From Intern inventory.

4.1.2 Recruiters' qualification

Recruitment qualification for entry-level employees:

- You must be graduated within less than three years, or will graduate within the next 12 months form a reputable university.
- You must be within 28 years of age.

Recruitment qualification for labor-based task:

- You must physically fit and skilled in the particular task.

4.2 Methods of recruitment

4.2.1 Recruitment channel

Normally we know about two types of recruitment channel those are

1. External recruitment channel
2. Internal recruitment channel

1. External recruitment channel

When job openings cannot be filled internally, the HR department must look outside the organization and basically for UBL, recruitment of fresh graduates is done through this means.

There are 8 ways for external recruitment in the UBL, which occurs in direct or indirectly for various level of recruitment. Those are-

1. Walks- ins and write- ins
2. Employee referrals
3. Advertising
4. Private placement agencies & Professional search firms
5. Educational institutions & Professional associates
6. International recruitment

1. Walks- ins and write- ins

Walks in are job seekers who arrive at the HR department in search of a job; write ins are those who send a written inquiry. Both groups normally are asked to complete an application blank to determine their interests and abilities. Usable applications are kept in an active file until a suitable opening occurs at the UBL. These occurs mainly for skill-based labor worker and for part time project jobs or contract basis program implementing or running job

2. Employee referrals

For lower-level workers, Unilever follow the employee referrals procedures. This is the procedures when existing employees refer one new and the new is considered to be further judgment. For various daily operations like travelling the product carry and collecting small market revenue. UBL needs trustworthy root level worker. They, so follow here the reference of other employee in the organization so that guarantee' performs securely.

3. Advertising

UBL next to employee referrals in fact for fresh graduates majorly follow the advertisement procedure for recruiting purposes. They advertise in the reputed English and Bengali National papers. They also use the internet for online application.

For the online recruitment the applicants get Tracking Number that is a unique number automatically generated by the Online System at the time of CV submission. The applicant provides the password at the time of filling the CV Form. Both the Tracking Number and Password will be needed if one wants to edit/update one's CV Online. To updating the CV is enough, entering the tracking number and password after clicking at the "Update CV" link at the Unilever Bangladesh Career Page. [Online down loadable form address is added at the end of the report the]

4. Private placement agencies & Professional search firms:

Unilever use several privet placement and human resource management assisting firm for their recruitment those are

1. The Consumer that works in the Dhaka……
2. The intellectual property right organization Bangladesh…[www.iprob.org]
3. Jobscncl.com Dhaka……[www.jobs.com]

5. Educational institutions & Professional associates

More over the organization takes its manpower from the universities and educational institutions across the country. The nationwide universities and its important institutes provide the potential graduates as the employee of the organization. Unilever does the same job with the business schools of the country, other discipline fresh graduates and especial IT and engineering graduates passed from reputed engineering universities of the country.

From discussion with HRM it was known that their preferred institutions range from IBA, BUET, DU, KU, Brac U, NSU, AIUB, JU, to Chittagong University and such. Again, this university campus is often headed by often a panel of associates. The Professor of these institutes who work for ULB refers or primarily places the recruited to central HRM.

6. International recruitment

Sometimes, especially in importance of cases international recruitment occurs in ULB. However, such rare events happen if the candidate stays in abroad or are working in international company on foreign land. Another within the organization recruitment in most senior post occurs with international recruitment process. The process is done through E- recruitment. Such case occurs in inter sub continental recruitment of UNILEVER World.

4.2.1 Internal recruitment channel

Current employees are a major source of recruits for all but entry- level positions of Unilever Bangladesh ltd. Whether for promotions or for lateral job transfers, internal candidates already – know the already informal organization and have detail information about its formal policies. In fact, for Unilever this short of recruitment is occurred only with especial purpose experienced employee recruitment. It is frequently occurred in the Brand Management department. For senior posts in Brand Management, employee's recruitment take channel through the internal human resource inventory

Job posting programs happens in the way that the Regional Sales Manager RSM in Khulna is newly appointed on Dhaka as the sales chief.

4.3 Nature of Application form

After getting information, huge applicants apply for Unilever's entry level posts. The posts are designed with different title for different branch of operation like earlier stated 6 departments for operation - Brands & Development**,** Supply Chain management**,** Human Resources**,** Finance**,** Information Technology**,** Customer Management**.**

The application forms are produced over internet on online as well printed copies to campus of different institute. For all the levels the form is alike. Interested candidate for different branch will mention the interested field.

In the online there are 2 different forms one for entry levels another for experienced people. A dummy of application form collected from the internet will be produced at the end of the report.

They take some help from consumer mark ltd. A human resource management and marketing assisting organization of Bangladesh for their customized needs of recruitment and selection.

4.4 Recruitment: constraints and challenges

Recruiters face such common constraints which are:

a. Biasness:

Most of the time, the organization's employers try to appointment their relatives, familiar person.

b. Recruiter habit

A recruiter's past success can lead to certain habits. Admittedly habits can eliminate time-consuming decisions that yield the same answers, but habit may also continue past mistakes or avoid more effective alternatives.

c. Competition of talent

There is a lack of vast talent people in Bangladesh for the special task. The potential job applicants most of the time can't meet up Unilever requirement. Few talent guys who have already appointed with other multinational company. And Unilever need to compete with other multinational organization to hire skilled manpower.

d. Job requirement

People with greater experience usually require a higher level of job. In our country, there are vast population but they are not so skilled in working with hard labor. They feel comfort flexible job like government job. So, Unilever Bangladesh can't fulfill their requirement in all time.

CHAPTER 5

SELECTION PROCESS IN UNILEVER BANGLADESH LIMITED

Selection is the process of select the best candidates for the job by using various tools and techniques.

In our country, recruitment and selection process work simultaneously. Those are joined term as employment function of the organization and this employment function is stated here for Unilever's practices.

5.1 Reception of application

After accomplishing the recruitment process, Unilever go to the selection process where they start the process with the reception of application form filled up through internet online form. After scrutinizing the data, they select applications for written test.

5.2 Evaluating reference and biographical data

At the second stage of evaluating the data, they verify the validity authenticity of the information presented on the form as well as reference of the employee through references.

5.3 Employment test

This written test measures the candidates

1. Analytical ability
2. Computation ability
3. Verbal skill
4. Written skill
5. General knowledge

More above 65% marks ensures applicants pass.

5.4 Assessing candidate through interview

Mainly three steps are followed in the selection procedure. In the first stage the candidates are invited for a viva with sales and training manager, Dhaka in his Gulshan office. A human resource manager also exists there. In this viva the candidate's situation handle ability is measured.

Second phase:

It is the viva with the general sales and operation manager (GOSM), and trade marketing manager. In this stage individual skill is measured. The question tries to measure out the fitness of the candidate for the post.

Third phase:

In this stage the applicant faces the HRD customer development team (CDT) this phase measures the applicability of the applicants' potential for the jobs. In these stages why the applicant prefers the Unilever and why it would like to join the expected team. The questions try to measure the passion and the thrill in the employees or Unilever.

5.5 Cognitive ability test

There is no recognized cognitive ability test for Unilever selection process. However, the written test through its analytical questions the dose the cognitive test on applicant's mentality.

5.6 Physical ability test

The physical test is administered by Apollo Hospital Dhaka to measure the HIV, Hepatitis B, C or such many diseases in its applicant's health and fitness for job effort.

5.7 Work samples

For some technical jobs Unilever follows the work sample test on particular employee like the one of Finance and IT.

5.8 Hiring decision

Finally, every step success ensures an applicant join in the Unilever family.

CHAPTER 6

FINDINGS, RECOMMENDATIONS & CONCLUSION

6.1 Findings

Even though Unilever is now smoothly completing all their recruitment and selection process, Nevertheless, they have room for improvement both internally and externally. The following areas have been identified and findings are below:

- The process by which Unilever Bangladesh recruits and selections them is very time consuming and costly.
- Unilever Bangladesh Limited accomplish their recruitment process depends on created vacancy. However, we see a common phenomenon that Unilever Bangladesh arranges recruitment and selection activities twice a year when students pass from various institutes based on their completion of 6 moth semesters.
- One of the major problems of Unilever Bangladesh is that they do not check the criminal history of their selected employees.
- Another big problem of Unilever Bangladesh is that they do not even check the credentials of their selected employees.
- The Unilever entry-form is so complex and some of the information that is asked to apply is not always available.
- Although they say new graduates are preferred as knowledge, in reality it is not done.

6.2 Recommendations

Satisfactory level is achieved through the performance of Unilever Bangladesh Limited, but according to my brief observation the following important positive steps can be taken to improve its activities and satisfactory service. Which is are below:

- I am strongly recommending the creation of an individual HR department for smooth recruitment and selection activities and other related work, which will reduce the time and money spent on recruitment and selection process by Unilever.
- My advice to Unilever, as they have completed the recruitment process on the vacant post. In that case, they will play an important role in providing employment to the large unemployed population of the country through more recruitment and selection process.
- Before the recruitment and selection process, Unilever Bangladesh should properly check the background of the candidates or whether they have any crime report.
- Before completing the final selection process, Unilever Bangladesh should properly verify the educational qualifications of the candidates.
- Unilever should shorten the entry-form and make it easy presentation for all potential applicants.
- Unilever should prioritize new graduates as knowledge, encouraging students with new qualifications to apply.

6.3 Conclusion

The report has attempted to point out recruitment and selection process in Unilever Bangladesh. Though there is no HR department in Unilever Bangladesh Khulna regional office. So, I had some problems to collecting the necessary information. At Unilever Bangladesh I can get a little information about recruitment and selection process. I have to communicate with Unilever Bangladesh head-office in Dhaka. After few refusals, I was finally able to collect information from Unilever Bangladesh HR department but it took me quite a while to create a rich full report. In addition to some of my secondary reports, I also receive support from the internet and Unilever publications. I have to ignore some confidential data.

After all, in our survey, we note that most business graduates dream of joining a prominent multinational company. This refers to the ratio of selection or the proportion of applicants, new graduates have the mentality to join prominent multinational companies and Unilever is one of the best choices.

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