

Internship Report
on

Recruitment and Selection process in Bangladesh: A case study on PRAN-RFL Group

Submitted To:

Department of Business Administration
Faculty of Business
Sonargaon University (SU)

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Submitted for the partial fulfillment of the degree of Executive Master of Business Administration.

Date of Submission: May 05, 2024



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Supervised By:

Mr. Md. Mostakin
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Letter of Transmittal

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To

Mr. Md. Mostakin
Lecturer
Department of Business Administration
Sonargaon University (SU)

Subject: Submission of Internship Report on "Recruitment and Selection Process in Bangladesh. A case study on PRAN-RFL Group.

Dear Sir,

With reference to the above subject, I am pleased to present the report which is a part of my completion of Executive Master of Business Administration (EMBA). I believe that within my limited knowledge this report provides detailed information about **"Recruitment and Selection Process in Bangladesh: A case study on PRAN-RFL Group".**

This report is an integral part of our academic courses in completion of the EMBA program, which has given me the opportunity to have an insight into, the "Recruitment & Selection Process in Bangladesh: A case study on PRAN-RFL Group". I hope this report reflects on the contemporary issues on the HRM that are being practiced by organizations in our country.

During the exercise, I have tried my best, especially in giving a more organized shape and to follow the guidance that you have provided which gave me a viewpoint the whole experience of this program and to get an insight into the real-life situation.

Therefore, I sincerely hope that you will find pleasure in reading to analyze the report about "Recruitment and Selection process in Bangladesh: A case study on PRAN-RFL Group."

I humble request you to accept this report for your kind evaluation.

Kind Regards

_____

Md. Muzahidul Haque
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Acknowledgement

I would like to express my immense gratitude that have incurred over **last four months** while preparing this report to the number of people who have provided me guidelines, assistance, support and cooperation for making it happen.

First and foremost, I would like to my gratitude to the almighty Allah for giving me the ability to hard work.

I wish to extend my sincere gratitude to **Mr. Md. Mostakin** for giving me opportunity to take up this study and his precious comments, Excellent and Valuable suggestions with his supervision through the course of my study. Without his cordial support it would have been very difficult for me to complete this report.

This acknowledge to our **Department of Business Administration Head Dr. Masud Rana** and **Coordinator Mr. Rasel Howlader** Department of Business Administration, I am really grateful to them for their valuable suggestion, nice cooperation and excellent guidance. I always respect and remember them.

I also acknowledge and I like to special thanks my respected all Course Teacher for their lovely teaching and hard work for us. They are tried to full efforts and guidance us.

I acknowledge to Department of Controller, Accounts and Administration all personnel for their nice cooperation and necessary help.

Incomplete if I don’t acknowledge and thanks to my Classmates and others Colleagues for their help and valuable support time to time.

I am also acknowledged to my wife and family members, who are my pillars of strength and all concerns for helping me in completing this report and EMBA course. I am grateful for their nice cooperation and inspiring me in my ending life.

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Student's Declaration

This is Md. Muzahidul Haque, a student of Executive Master of Business Administration (EMBA) ID: EMBA2201025015 from Sonargaon University (SU) would like to solemnly declaration here that this report on "**Recruitment and Selection Process in Bangladesh: A Case Study on PRAN-RFL Group"** 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 or certificate.

Sincerely Yours

_____

Md. Muzahidul Haque
ID: EMBA2201025015
Major: HRM
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Letter of Authorization

I am Mr. Md. Mostakin Lecturer, Faculty of Business Administration, Sonargaon University (SU) hereby certify that the Internship Report entitled **"Recruitment and Selection process in Bangladesh". A Case study on PRAN-RFL Group** has been prepared as a part of completion of the Executive Master of Business Administration (EMBA) program from Department of Business Administration, Sonargaon University (SU), carried out by Md. Muzahidul Haque, bearing ID: EMBA2201025015 under my supervision.

The report or the information will not be used for any other purposes.

_____

Mr. Md. Mostakin
Lecturer
Department of Business Administration
Sonargaon University (SU)
Dhaka, Bangladesh

Executive Summary

Human organization activity is simply the act of getting people together to accomplish desired goals. Recruitment and selection are an important part of the human resource management.

PRAN-RFL Group of Companies is one of the leading business institutes in Bangladesh. PRAN-RFL group provides with good quality products conforming to local tastes, health and hygienic standards which are of affordable price and within the reach of target consumers. Its strategic strengths include strong recognition of brands, highly skilled work force and diversified business mix.

PRAN RFL Group, a leading conglomerate in Bangladesh, employs a comprehensive recruitment and selection process to attract and hire top talent across its diverse range of industries and functions. The process begins with a meticulous job analysis to identify specific job requirements, followed by strategic job postings across various platforms. Upon receiving applications, the HR team screens candidates based on predefined criteria, leading to short listing for interviews. PRAN RFL Group conducts thorough interviews, often including assessments and reference checks to evaluate candidates' skills and suitability for the roles. Upon identifying the most qualified candidates, offers are extended, negotiations may occur, and successful candidates undergo a structured on boarding process to integrate smoothly into the organization.

PRAN RFL Group's recruitment and selection process is not only structured and rigorous but also flexible enough to adapt to the evolving needs of the organization and the dynamic labor market in Bangladesh.

PRAN-RFL Group, a key player in Bangladesh's business landscape, employs a rigorous and strategic approach to recruitment and selection as part of its Human Resource Management (HRM) strategy. The process begins with a comprehensive job analysis to precisely define job requirements, ensuring alignment with organizational goals.

PRAN-RFL Group utilizes diverse recruitment channels to attract a pool of qualified candidates, leveraging online platforms, job fairs, and targeted advertising. Upon application submission, a systematic screening process is implemented to shortlist candidates who meet predetermined criteria. This is followed by a series of structured interviews and assessments to evaluate candidates' skills, competencies, and cultural fit. Reference checks and background verification further validate candidates' suitability for the roles. The culmination of this process is the selection of the most qualified candidates, who are then offered positions within the organization. PRAN-RFL Group's HRM recruitment and selection process is characterized by its thoroughness, objectivity, and commitment to sourcing talent that aligns with the company's values and objectives, thereby contributing to its sustained success and competitive advantage in the market.

In this report, I have tried my level best to exemplify how the basic function (recruitment and selection) of HRM are exercised in PRAN- RFL group. I have analyzed the recruitment and selection process of PRAN- RFL from the view of theoretical definition, practical application, basic principles followed and technology used in the whole process. The report also discussed the PRAN-RFL’s goals, mission and vision. This report focuses on the Organization’s recruiting process, selection process, source of recruiting etc.

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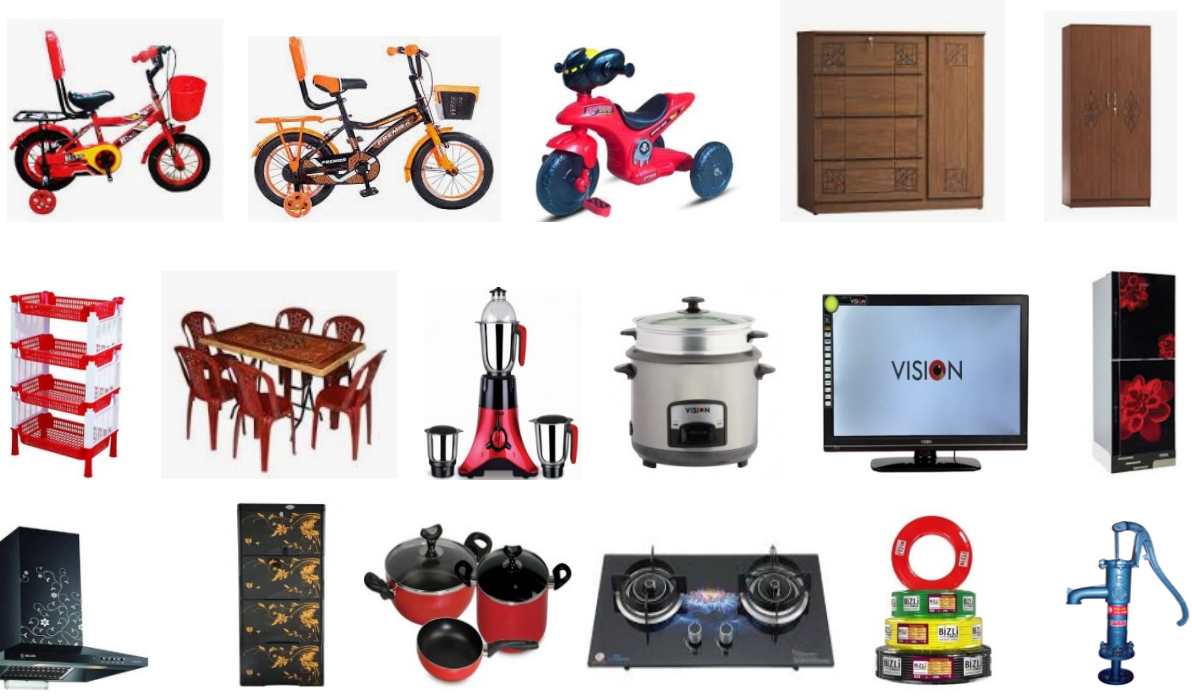
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INTERNSHIP REPORT
on

“Recruitment and Selection process in Bangladesh: A Case Study on PRAN-RFL Group”

Product Sample of RFL



Product Sample of PRAN



Chapter One:

Introduction

1.1- Background of the Study:

The Internship program is an integral part of the EMBA program. With a view to develop skilled professionals in every sector, Sonargaon University has undertaken the internship training program for its EMBA students. After completion of the Internship program; a student must submit the report on the assigned topic to the Supervisor and Department. The program is three months duration. I choose PRAN-RFL Group of companies to complete the program. During this period, I worked with the employees of the organization.

1 .2- Origin of the Study:

This internship report is generated under the supervision of **Mr. Md. Mostakin,** Lecturer**,** Sonargaon University, this report is required to fulfill award of EMBA (Executive Masters of Business Administration) Degree. The topic of this report was **"Recruitment and Selection process in Bangladesh: A case Study on PRAN-RFL Group".**

To prepare this report I have selected and got opportunity to work as an internee in the reputed and well-known leading company that is "PRAN-RFL Group of Industries". The primary goal of the internship was to provide an 'on the job exposure to the students and an opportunity to transform theoretical knowledge to practical experience. I have tried my level best to make the report an excellent one by doing correct justice to the topic.

1.3- Objectives of the Study:

Broad Objective:

Broad objective of the report is to apply my learning in the area of Human Resources so that I gain significant practical and understand the nature and importance of recruitment and selection process and identify the various strategy which they are used for their employees while recruiting and selecting them.

Specific Objectives:

• To study the recruitment and selection process and methods used in PRAN- RFL Group.

• To coordinate the theories of recruitment and selection process in a real-life Situation.

• Delineate the different stages in a recruitment and selection process and describe each step.

• To assess and evaluate the existing recruitment and selection strategies.

• Identify strengths and weaknesses of existing recruitment and selection strategies of PRAN-RFL

• To perform in line with organizational needs & goals.

• To assist in achieving staff 's personal & professional objective.

1.4 Scope of the Study:

- ✓ Experience and gain practical knowledge of the PRAN-RFL selection process.
- ✓ Vast knowledge of different tools and technique of PRAN-RFL recruitment and their Selection.
- ✓ Process. Find out the real scenario of PRAN-RFL recruitment and selection procedure.

1 .5 -Limitations of the Study:

There were some problems while I was preparing this report. A wholehearted effort was applied to complete the report and to bring a reliable and fruitful result. In spite of having the wholehearted effort, there exits some limitations, which acted as barrier. The limitations were:

1. Confidentiality is the main problem; as a result, some confidential facts were not sufficiently disclosed by the respective personnel.

2. Lack of available up-to-date information.

3. Only few days' internship's experiences are not enough to find out all the pros and cons of such a vast project.

4. The employees of PRAN- RFL Group had no eagerness to supply more information because of extra hardness.

5. As because PRAN- RFL Group is a large Company; it is very difficult to understand each and every aspect of its operation within a very short period of time.

6. Lack of previous practical experience in this concern, as I cannot accumulate all the relevant facts.

7. Lack of larger amount of data has been collected.

Chapter Two:

Research Methodology

2.1 Methodology of the Study

The study is mainly an exploratory one and survey method used to collect information from primary sources. I have used random sampling method to collect data. Total population size is 40,000 employees and I made a sample survey on 21 employees. In addition, related secondary information collected for research purpose. The primary data has been collected from face-to-face interview, and the secondary data has been collected from their annual reports and from web sites.

2.2 Primary Sources:

- Personal observation of the process
- Informal interview with the employee

2.2 Secondary Sources:

Secondary data are collected from Internet, different published articles, books, prospectus, journals, other publications and written information provided by the company. For collecting data from secondary sources, go through various web sites.

2.3 Rationale of the Study:

As part of an internship program, students have the chance to work in a particular company, which helps them apply and relate what they learn in class to real-world employment scenarios. In the report, which is a result of my internship, I talked about the effectiveness of the recruitment and selection process of the company

Chapter Three:

Company Overview

PRAN-RFL group established in 1981. It is now one of the biggest profitable organizations in Bangladesh. We have conducted a primary and secondary research on PRAN products to make this report and have a clear vision over PRAN-RFL group and their management process, planning and other business-related information. PRAN-RFL is a merged company. They are in the market for a long time. Maj. Gen. Amjad Khan Chowdhury is the founder of PRAN-RFL.

3.1 About Company:

PRAN means Program for Rural Advancement Nationally

PRAN-RFL is the pioneer in Bangladesh to be involved in contract farming and procures raw material directly from the farmers and processes through state-of-the-art machinery at their several factories into hygienically packed food and drinks products. The brand PRAN has established itself in every category of food and beverage industry and can boost a product range from Juices, Carbonated Drinks, Confectionery, Snacks, and Spices to even Dairy products. Now, PRAN-RFL consumers not only value PRAN for its authentic refreshing juice drinks products, but also for its mouthwatering quality confectionery products with high visual appeal and exciting texture. PRAN intend to expand their presence to every corner of the world and strive to make PRAN-RFL a truly international brand to be recognized globally.

PRAN-RFL started its operation as a processors fruit and vegetable in Bangladesh. Over the years, the company has not only grown in stature but also contributed significantly to the overall socio- economic development of the country. PRAN-RFL is currently one of the most admired foods & beverages brands among the millions of people of Bangladesh and other 145 countries of the world where PRAN-RFL products are regularly being exported. All the PRAN-RFL products are produced as per international standards maintaining highest level of quality at every stage of its production process.

3.2 Vision: Improving Livelihood.

PRAN-RFL Envisions a poverty-free pluralist society based on knowledge and technology where everyone's basic needs, rights and information are ensured.

3.3 Mission: Poverty and Hunger are curses.

Will work to fight poverty through participatory action research activities followed by social actions to eradicate poverty, lack of knowledge, and Injustice.

3.4 Company Goal:

To generate employment and earn dignity and self-respect from compatriots through Profitable enterprises.

3.5 Core Values:

PRAN- RFL believes in providing quality by considering the customers' demands and expectations. Continuous innovation and improvement is the motive of this organization by focusing customers and tries to maintain fairness and transparency in all segments. The corporate values for PRAN-RFL are-

• Consumer care

• Supplier care

• Employee care

• Trade care.

3.6 Products of PRAN:

PRAN's products can be categorized under a few categories, such as, Juice, Drinks, Snacks, Confectionary, Dairy, Beverages and winery products. Their juices come in a great variety of quality packing in eight different flavors; orange, mango, lemon, litchi, pineapple, mango-pine, guava and fruit cocktail, offers collection of refreshing choices.

From purified natural drink to processed fruit drink, PRAN-RFL provides a wide range to many alternatives for quenching the thirst. In their winery section, they offer a wide range of products from tea, spices, pickles, chutney, sauce and ketchup, rice products, mustard oil, semai and molasses, etc. PRAN snacks products are variously flavored consisting of biscuits, potato crackers and mini snacks.

3.7 Export History

PRAN-RFL, the largest exporter of processed food from Bangladesh, had a vision of creating a huge demand globally of those agro based products produced by native farmers. The key was to process the agro products and increase shelf-life thereby. Starting successful journey to export market in 1996, PRAN currently exports to over 145 countries.

As PRAN-RFL Group exports its products to foreign countries; the importance of the international forces really matters here. It has to monitor the consumer's preference, price, promotional strategies, government policies etc. for an international market. It has to face the hard competition of the international market.

3.8 Major Exporting Countries

India, KSA, UAE, Kuwait, Bahrain, Qatar, Djibouti, Angola, Australia, Austria,, Brunei, Burkina Faso, Bhutan, Cameroon, Canada, Capo Verde Islands, Chad, Congo Eritrea, Equatorial Guinea, Ethiopia, France, Gabon, Gambia, Germany, Ghana, Greece Guinea, India, Italy, Ivory Coast, Japan, Korea, Lebanon, Malaysia, Mali, Mauritania Mauritius, Myanmar, Mayo tee,

Nederland Antilles, Nepal, Niger, Oman, Pakistan Palestine, Qatar, RCA, Reunion Islands, Senegal, Sierra Leone, Singapore, Sri Lanka Sudan, Sweden, Switzerland, Togo, UK, USA & Yemen. Belgium, Benin,

3.9 Major Exporting Products

Fruit Juices, Fruit Drinks Instant Powdered Drinks, Pickles, Canned Fruits & Vegetables, Extruded & Fried Snacks, Tea, Aromatic Rice, Puffed Rice, Flattened Rice, Jam & Jelly, Plain Spices, Blended Spices, Mustard Oil, Mineral Water, Dehydrated Fruits, Tomato Ketchup / Sauce, Toffees, Candies, Bubble Gum, Biscuits & other confectionery etc.

3.10 Subsidiary Enterprises

PRAN-RFL Group is one of the fastest growing corporate houses in the country. It has got quit good number of subsidiary enterprises, which includes:

• **Rangpur Foundry Ltd. (RFL):**

This is an established engineering enterprise, which focuses to meet the demand of rural community of Bangladesh. A tube well made by RFL is most prominent in the country. Today the company has its wide range of products & has achieved the prestige as the largest cost iron foundry & light engineering workshop in Bangladesh. RFL has introduced international standard Plastic & PVC products to the Bangladesh market which have already been cordially accepted by the mass.

• **Introduction of RFL Plastics Ltd:**

In order to manufacture plastic furniture & allied products, RFL plastics started business in 2000. Currently RFL Plastics is dealing with different types of plastic products in different categories such as house ware, plastic furniture, industrial ware & garments accessories. The Company has been expanding its product lines day-by-day & achieving diversified product range in the plastic sector.

• Property Development Ltd. (PDL):

This is the oldest enterprise of PRAN Group. The Group was established on the profit made by PDL. This enterprise is one of the pioneers in apartment business in Dhaka.

• Property Lifts:

It is a new enterprise of PRAN Group. It imports elevators and other accessories to meet the growing demand of modern lifts and escalators.

• Agricultural Marketing Co Ltd. (AMCL):

AMCL was started as a fruit processing enterprise. Gradually, other sectors of food industry (e.g. Chips, mineral water, Tomato Ketchup etc.) were also incorporated in the manifold of AMCL. At present, AMCL has become the flagship enterprise of PRAN Group.

Most of the resources of PRAN Group are now devoted for the growth and operation of AMCL. In the long run, the group intends to become a global leader in the field of agricultural industry.

Chapter Four:

Human Resource Department in PRAN- RFL Group

4. The Human Resource Department

An organization success depends on its human resources. No matter how much an organization invests on other assets, if its human resource does not have the competence then the organization will be unsuccessful. Even when deciding on which fixed assets to invest, any organization goes through many industries. Therefore, when it comes to human resource it has to be even more careful. PRAN- RFL group also consider their employees as their best asset. They have their own human resource department with a strong management system. They give values to their employees' creativity and innovation to get best output in return.

4.1 Objectives:

The objectives of Human Resource Department are-

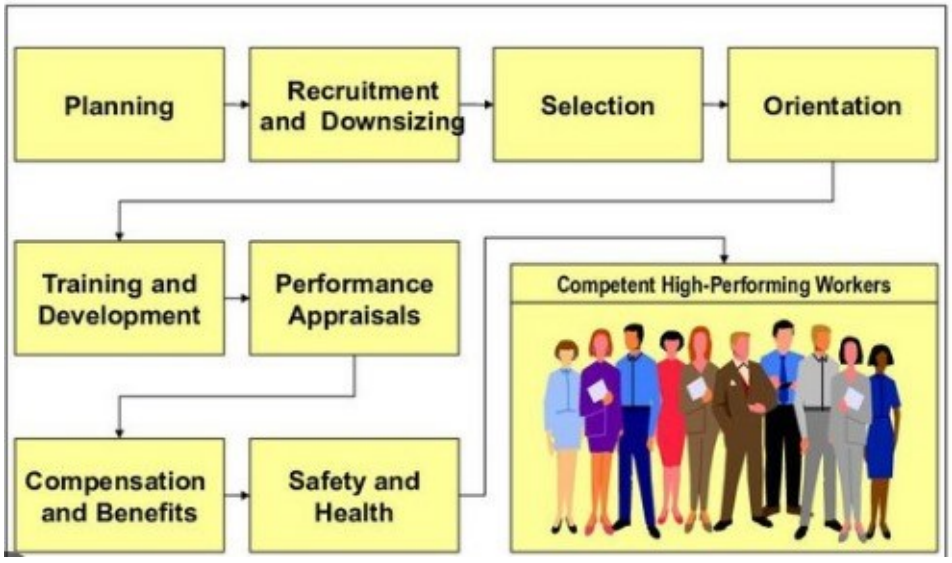
- Recruitment policy and procedure
- Conformation policy and procedure
- Placement of employees
- Human Resource Development
- Organizational structure review and modification
- Career planning
- Hiring and firing
- Job description preparation
- Conducting appraisal at the end of each year
- Induction, Attendance and leave
- Maintaining and developing employees personal files
- General services
- Safety-security
- Welfare activities for employees.

4.2 HRM Department in PRAN-RFL Group and HRM Process:

In order to make HRM become more strategic in PRAN-RFL Group, management has reduced most of the administrative and paperwork from HRM that might holds HRM back. PRAN-RFL has organized HRM function as follows: -



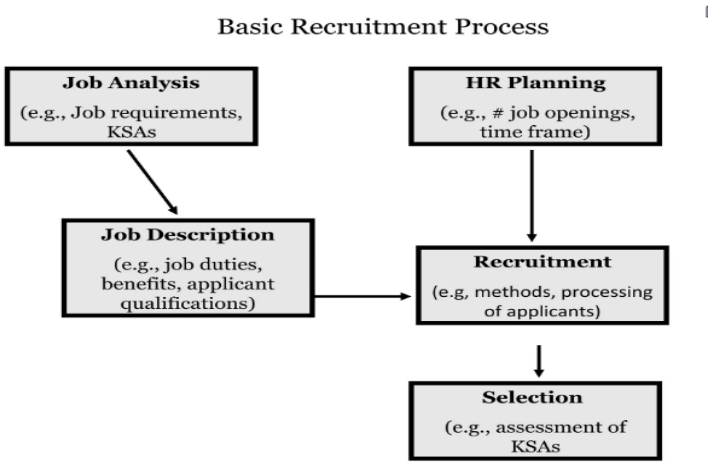
HRM process of PRAN-RFL Group



HRM Planning Process Of PRAN-RFL Group

4.3 Recruitment and Selection Process in PRAN-RFL:

PRAN-RFL is looking for top-caliber people who want the flexibility and resources to grow in their career. If someone is that kind of person who has always stood out, they offer a place where one can continue to excel. PRAN-RFL has thousands of diverse people from different cultures and backgrounds working in a variety of different jobs in different fields.



· Merit is the sole criteria for selection.

· Attitude is given as much weight age as functional competencies.

· Panel interviews comprising of Functional Head & HR Head.

· Sources for recruitment are through campus, consultants, employee referrals, internal job postings and the internet.

· All positions involve written tests.

· Antecedent verification is an integral part of our recruitment process.

· Medical fitness is pre-requisite for all positions.

· They are an equal opportunity employer and do not discriminate on the basis of race, community, religion or sex.

4.3 (a) Recruitment process:

A responsibility for recruitment usually belongs to the HR department. This department works to find and attract capable applicants. Job description and speciation provide the needed information upon which the recruitment process starts. The functions of the recruitment section of PRAN-RFL are given below:

1. Need Assessment
2. Defining the position description
3. Checking the recruiting options
4. Advertisement
5. Screening and Short – listing Applications
6. Written test
7. Selection interview (3 – tier)
8. Employment decision (Application Bank)
9. Offer letter
10. Orientation / Induction

4.3 (a-i) Source of Recruitment:

Bangladesh is done in four ways depending on the job category of the vacant position. Therefore, the recruitment process of this organization is classified into four types, which are done based on the job grade/ group. These are as follows:

• Entry-level management
• MT (Manager Trainee)
• Mid or / senior level management
• Graded staff / non-management staff

There are two most important sources that have been followed by PRAN-RFL.

1. Internal Source.
2. External Source.

Internal Source: There could be a person competent for the required job working within the organization. If there is, the existing manpower is then shuffled to place the selected person in the new post. If there is no such person inside the company, then the management goes for the second step.

 Job-posting programs: HR departments become involved when internal job openings are publicized to employees through job positioning programs, which informs employees about opening and required qualifications and invite qualify employees to apply. The notices usually are posted on company bulletin boards or are placed in the company newspaper. Qualification and other facts typically are drawn from the job analysis information. The purpose of job posting is to encourage employees to seek promotion and transfers the help the HR department fill internal opening and meet employee's personal objectives. Not all jobs' openings are posted. Besides entry level positions, senior management and top stuff positions may be filled by merit or with external Recruiting. Job posting is most common for lower-level clerical, technical and supervisory positions.

External Source: After considering above option, the company goes for external recruiting if needed. Those who best meet the skills, qualifications, experience and competencies required for the position should fill vacancies. Therefore, if there is no candidate within PRAN-RFL, who is suitable for the role, external advertisement should be placed to attract the potential candidates followed by the selection procedures.

 Advertisement: The Company gives advertisement in national dailies to attract the talents from the market. PRAN- RFL puts two types of advertisements in the newspapers. It sometimes keeps the identity concealed in the ads, mentioning a GPO BOX number only. The purpose of the concealed identity is to avoid the unwanted pressure from the stakeholders for the employment of their desired candidates. But this way the company may lose the talents out there

in the market who would have applied for the same post had they known the name of the organization. This is why the company kept the identity open in their recent job advertisement when the quality of the candidate was a very important factor to consider. By revealing the BPL identify, the company attempts to attract the best potentials among all the others.

 Employee referrals: Employee referral means using personal contracts to locate job opportunities. It is a recommendation from a current employee regarding a job applicant. The logic behind employee referral is that "it takes one to know one". Employees working in the PRAN-RFL, in this case, are encouraged to recommend the names of their friends working in other organization for a possible vacancy in the near future.

 Employment Agency: An agency finds and prescreens applicants, referring those who seem qualified to the organization for further assessment and final selection. PRAN- RFL also takes help from such employment agency. They post their job vacancies on job portal like: BD jobs, BITAC.

 Walk-ins and Write-ins: Walk-ins are some seekers who arrived at the HR department of BPL in search of a job; Write- ins are those who send a written enquire. both groups normally are asked to complete and application blank to determine their interest and abilities. Usable application is kept in an active file until a suitable opening occurs or until an application is too old to be considered valid, usually six months.

 Consulting the CV Bank: The unsolicited applications stored in the data bank are consulted. If the quality of a person matches with the requirements mentioned in the position description, then he / she is called for interview. If not, then the third step is followed.

4.3 (b) Selection Process: Selection is the process of gathering information for the purpose of evaluating and deciding who should be employed in particular jobs.

4.3 (b-i) Screening and Short-listing Applications

The responses to the advertisements are sorted and screened. The CVs as well as the Covering letters are judged. In the covering letter, the style and language of writing, the emphasis put on the areas asked for tin the advertisements and the quality of the letter (whether it is specifically

tailored to the advertisement or just a standard response) are the aspects that are judged. Different weights are assigned to the selection criteria mentioned in the man specification depending on their relative importance. (For example, educational institutions like IBA, BUET are given the highest weight among the local ones and the foreign universities of UK, Australia, etc. are put at par with the best of the country). Based on the presence of these factors to the

Desired extent (experience, educational degree, computer literacy, etc.) the cumulative weights for all the applicants are counted and the short list of a sizable number of the top most candidates is generated.

However, the HR officials also study the CVs with the respective line manager to check whether any valuable deciding parameter is missed that are mentioned in the CVs. Then the candidates selected in the short list are called for the written test.

4.3 (b-ii) Written Test

Written test is a regular part of the normal recruitment process. It is conducted as and when required. Previously no written test was taken for the management employee; the applicants had to go directly through the interview process. After the introduction of the manager trainee program, the written test before the interview process has proved to be effective and a useful tool to select the desirable candidates. The written test includes psychometric test, test on behavioral competency, and written test on communication skills. The candidates are called for the preliminary (first) interview based on their performance in the written test.

4.3 (b-iii) Selection Interview

The interview process is a three-tier one. A preliminary interview is conducted which follows the "elimination method". After that, the second interview takes place with a very few numbers of candidates. Then they finally selected person is called for the final interview. The interview time is kept convenient for the candidate especially if s/he is working elsewhere at the time of interview. In that case the chosen time is after the business hour or in any holiday.

4.3 (b-iv) Reference Checks

Reference checks allow obtaining information and opinions regarding the person's character, quality of the work and suitability for the position. It is an opportunity to validate the information

received from the candidate via their resume and the interview. Speaking to the candidate's manager or other people whom they have worked with should also check internal candidates. The opinion of a referee who has worked can for an extended period is likely to be more accurate than the assessment from one to two hours of interviewing. The candidate's immediate supervisors are needed to be contacted. Permission should be obtained to contact the candidate's referee especially if their current employer is contacted. It is not unusual for a candidate to be uncomfortable with the organization's speaking to a current employer. If they are uncomfortable, an alternative person other than the current employer has to be chosen by the candidate (work colleague, for example). Unless the candidate is a graduate or school leaver with no prior work experience, only contact work related referees should be contacted. At least two reference checks should be done, however the more the better. There is a sample reference-checking guide that is more or less followed. It is important to prepare a reference check guide that asks the referee about the key skills, competencies and experience required for the position. Reference checks need to be done by line manager or personnel of the HR department. During the interviews, the candidates would have given some examples of incidents, tasks or projects that can be asked about. The referee should be asked what the candidate did in those examples, which ascertain whether the information received from the candidate is consistent with that of the referee.

4.3(b-v) Employment Decision

If the candidate has no problem with the stated terms and conditions of the job and the organization mentioned and discussed in the final interview, s/he is offered an application blank. The application blank is a standard format of employee-information that includes all the information the organization needs regarding the personnel. The candidate has to fill this blank and submit this to the company along with a CV.

4.3 (b-vi) Offering the Role:

Once the above activities are done, the candidate is given an offer letter specifying the salary package, job responsibilities, utilities that will be provided by the organization. Even at this stage the selected candidate has the chance to withdraw her/himself from the job offer. S/he is always free to discuss whatever difficulty may arise regarding pay structure/ facilities, etc. the door of HR is kept open for any sort of relevant discussion.

Verbal offer:

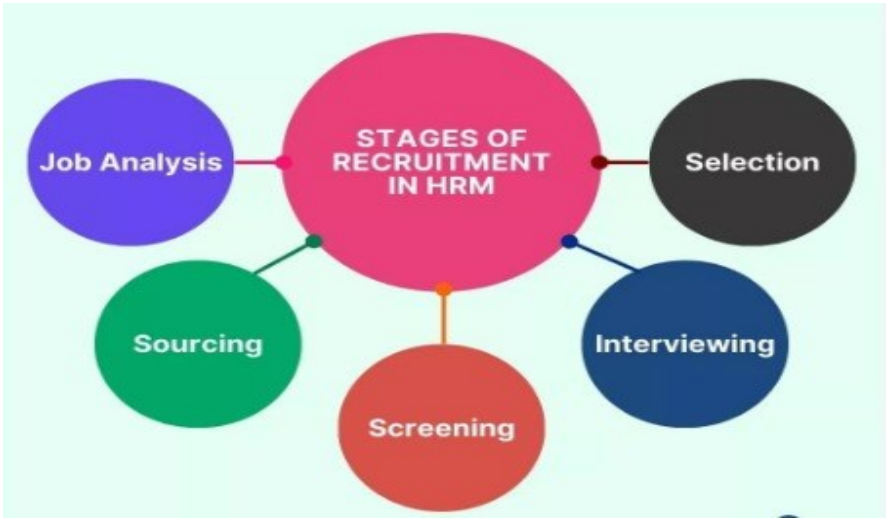
The verbal offer of the role to the candidate is given once the employment decisions and reference checks have been successfully completed. The discussions cover the following:

- Tell the candidate that company would like to offer them the role.
- Congratulate them.
- Tell them the remuneration package that is being offered, including superannuating.
- Ask them if they are happy with it.
- Ask them if they verbally accept the position.
- Tell them that company will be sending them a written letter of offer and introductory package.

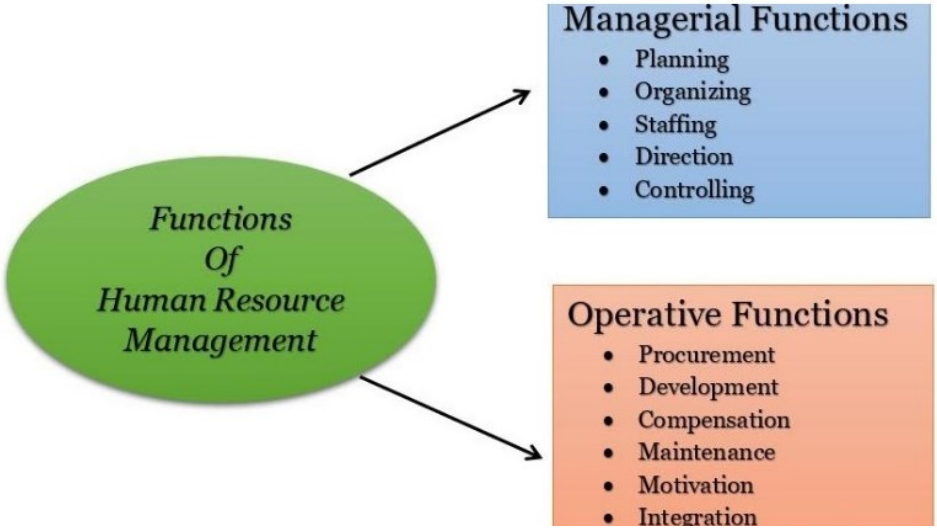
• Written letter of offer:

A written letter of offer forwarded to the candidate. Once the candidate has verbally accepted the position, the appropriate letter of offer is organized. This letter sends to the candidate within two or three days of making the verbal offer. An introductory package also sent to the successful candidate, along with the letter of offer. At least one week before the person commencing in their new position, an appointment notice will be placed on notice boards and/or the internet.

4.4: The Recruitment and Selection Process of PRAN-RFL and its Function:



Recruitment Stages in Human Resource Management



Function Of Human Resource Management

4.5 (a) My Job Description:

During this three-month long internship period I had an opportunity to work with Recruitment section (Human Resource Department) of PRAN-RFL. As a member of recruitment section, I passed my three months by doing diversified activities and had many practical experiences regarding the corporate world.

• I have learned how to screen resumes and learnt how to separate a good candidate out of many.

• I was responsible for inviting candidates for their interviews through phone.

• Arrange written test for candidates.

• Checking written test script.

• Made candidate list who were qualified for final interview.

• I was responsible for prepare evaluation paper for selected candidates.

• Reference check and other important documents check were part of my duty.

• I used to attend interview panel to assists my senior manager.

4.5 (b) Reason to choose this topic:

I choose this topic because I was really keen to know about the recruitment and selection process as PRAN-RFL is an organization which follows cost leadership strategy and is understaffed. So, the amount of workload and workforce is very interesting comparing the overall industry. And also, I wanted to work on a very new topic which will be very informative and unique. So, considering this I have talked with my supervisor and my university internship supervisor to come up with this type of research work as my internship report.

Chapter Five:

Analysis and Findings

5.1 Findings:

The objective of the report is to apply my learning in the area of Human Resources so that I gain significant practical and understand the nature and importance of recruitment and selection process and identify the various strategy which PRAN-RFL are used for their employees while recruiting and selecting them.

To justify the objective, I made a survey on existing employees of the organizations, so that I can get a keen knowledge on my study. After the factors of Recruitment and Selection process have been identified those were put in a questionnaire. Respondents were asked to rank the options according to their choice. The survey was done among a sample size of 21 people.

Survey

Sample Size	21
Age limit	25-60years
Job Level	Executive-Senior Manager

Collection: survey data has been collected through these following questionnaires:

Questions (1-12)	Agreed	Dis-agreed	Neutral
The organization clearly define the position objectives, requirements and candidate specifications in the recruitment process	15	4	2
The organization is doing timeliness recruitment and selection process.	10	8	3
Do proper Job Analysis before Selection Process begins	17	2	2
Job Responsibilities and Job Description are clearly defined to the Candidates.	14	5	2
Provide an adequate pool of quality applicants.	11	9	1
The Resume screening and short-listing method used by the organization is satisfactory	15	3	3
Criteria for short listing of candidates used by the organization are satisfactory.	14	4	3
The Selection Policy of the organization is a good one.	16	4	1

HR finds good candidates from non-traditional sources when necessary	10	6	5
The organization is using satisfactory methods of interview.	9	8	4
Organization looks for experienced employees in selection Process.	16	4	1
Organization prefers referred candidates	15	5	1
Total	**162**	**62**	**28**
Average	**13**	**5**	**3**

Question 1: PRAN-RFL clearly defines the position objectives, requirements and candidate specifications in the recruitment process:

Before any job posting it is highly needed to clarify the position objectives, candidates' requirements and specifications for any organization. So that candidates can get a guideline to apply for that particular position.

From the survey result it is very clear that, PRAN- RFL clearly define the position objectives, requirements and candidate specifications in the recruitment process as 15 of 21 respondents agreed with the statement.4 of 21 people doesn't agree with that statement and 2 people remain neutral about this matter.

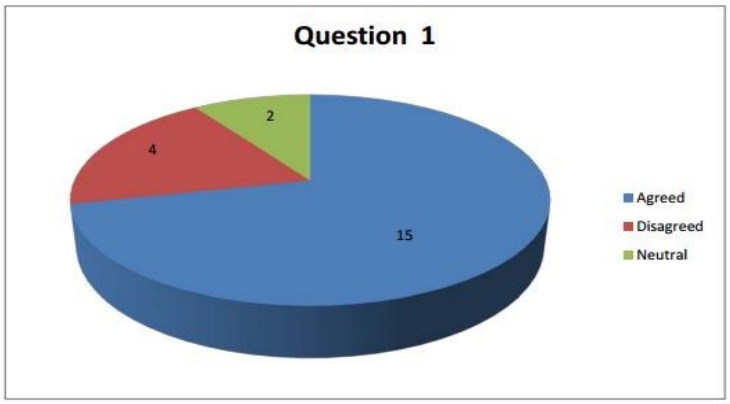


Figure: 1 PRAN-RFL clearly defines the position objectives, requirements and candidate specifications in the recruitment process

Question 2: The organization is doing timeliness recruitment and selection process:

Employers must consider all applicants in a timely manner. Timeliness is an important ingredient. Employers who delay reviewing applicants' resumes or who are slow to respond to applicants' risk having their applications denied.

Survey result shows that, PRAN- RFL does timeliness recruitment and selection process as 10 of 21 people agreed with the statement. On the other hand, sometimes, they failed to maintain the timeline as 8 of 21 people which means 38% total population does not agree with the statement

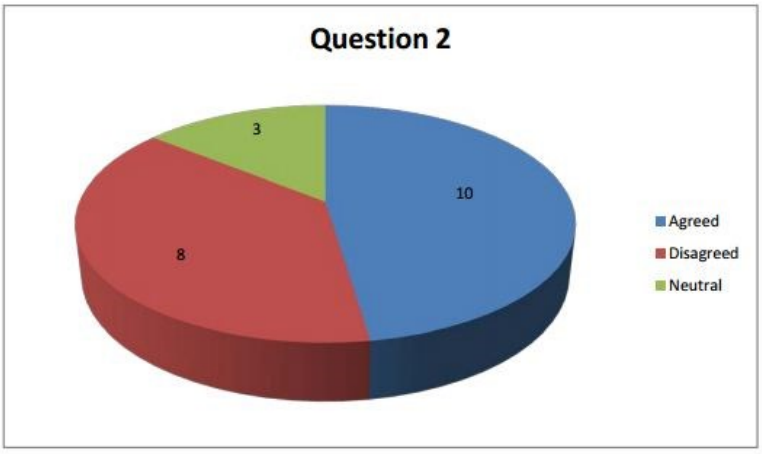


Figure 2: The organization is doing timeliness recruitment and selection process

Question 3: Do proper Job Analysis before Selection Process begins:

Every organization has jobs that need to be staffed. Job analysis is a procedure through which organization determine the duties of any positions and the characteristics of the people to hire for them. A job analysis will lead to information that will be used to write job descriptions and job specifications.

Keeping the above idea in mind survey shows that PRAN- RFL group does proper job analysis for each position before any selection process begins. From the data we can understand that 17 of 21 people agreed with the statement, where a few disagree with the statement.

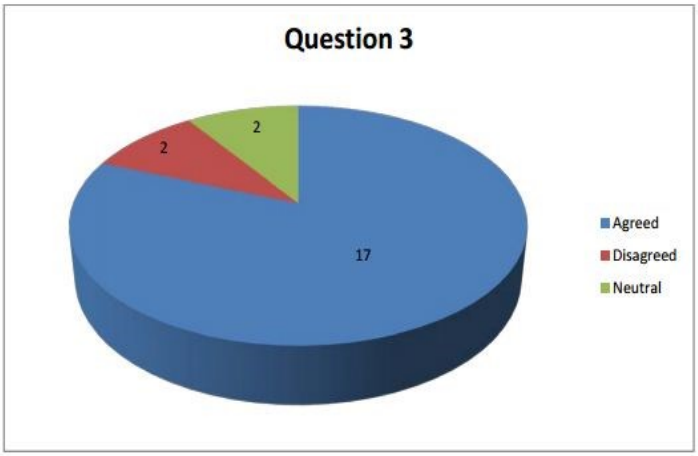


Figure 3: Do proper Job Analysis before Selection Process begins

Question 4: Job Responsibilities and Job Description are clearly defined to the candidates:

A job description typically outlines the necessary skills, training and education needed by a potential employee. It will spell out duties and responsibilities of the job. All employees like to know what is expected of them and how they will be evaluated. Job descriptions can also be a great value to employers.

From the survey it is very clearly stated there, job responsibilities and job description are clearly stated to the candidates. 66.67% respondent (14 of 21 people) agreed with the statement.

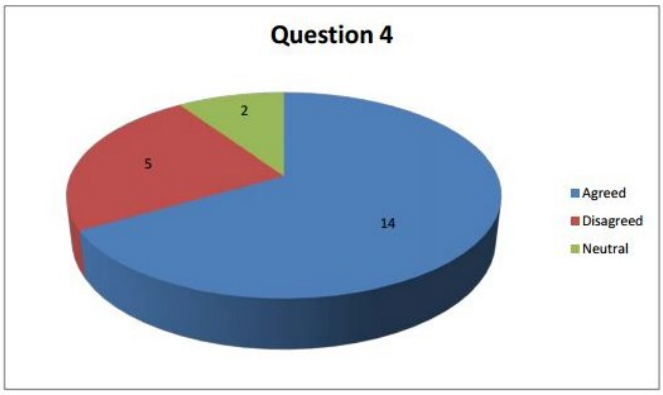


Figure 4: Job Responsibilities and Job Description are clearly defined to the candidates

Question 5: Provide an adequate pool of quality applicants:

For any HR department it is very important to create an adequate pool of quality applicants. PRAN-RFL Recruitment department always try to provide an adequate pool of quality department. As PRAN- RFL is a large and growing organization so they are facing understaffed problem. So, for some department of the organization believe that HR are providing adequate pool of quality applicants. On the other side some of the department facing inadequate candidates.

Survey says that 11 of 21 people agreed with the statement and 9 of 21 disagreed with the statement.

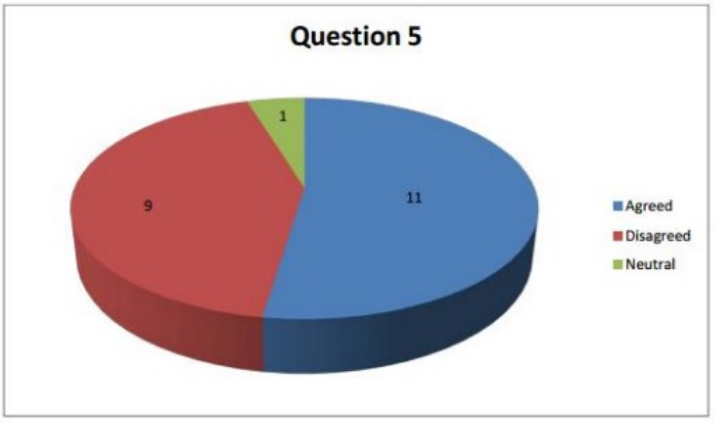


Figure 5: Provide an adequate pool of quality applicants:

Question 6: The Resume screening and short-listing method used by the organization is satisfactory:

For resume screening and short-listing method PRAN-RFL uses latest technology and procedure. From the survey I got 15 of 21 people who are satisfied with resume screening and short-listing method used by the organization. That means 71.4 % of the sample population agreed with the statement. Three people remain neutral and three disagreed with the statement.

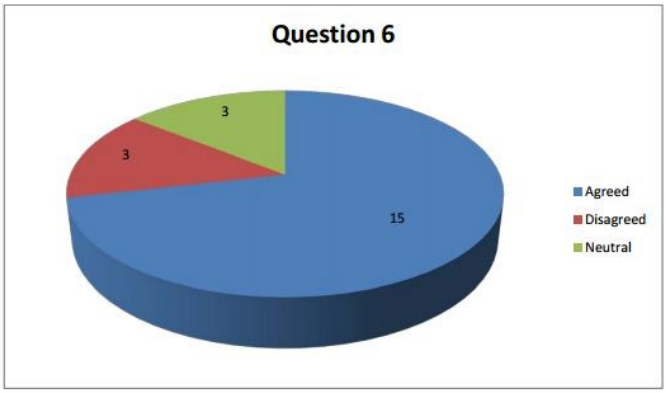


Figure 6: The Resume screening and short-listing method used by the organization is satisfactory:

Question 7: Criteria for short listing of candidates used by the organization are satisfactory:

Short listing is a very important part of the recruitment process. Although it can be time-consuming it is worth conducting it with care and consideration. PRAN –RFL recruitment section do not want to miss an excellent candidate or waste their time with someone who doesn't meet their requirements.

In that case to create an adequate pool of deserving candidates the organizations follow some criteria to short listing. Survey data shows that 14 of 21 people satisfied with the criteria for short listing of candidates.

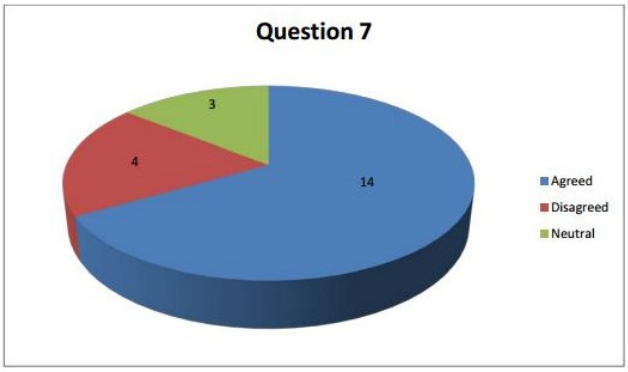


Figure 7: Criteria for short listing of candidates used by the organization are satisfactory

Question 8: The Selection Policy of the organization is a good one:

Like other large organization PRAN- RFL also has a selection policy which they follow in their selection process. From the survey it is clear that 16 of 21 people satisfied with the selection policy, four people disagreed and one remain neutral about selection policy of the organization.

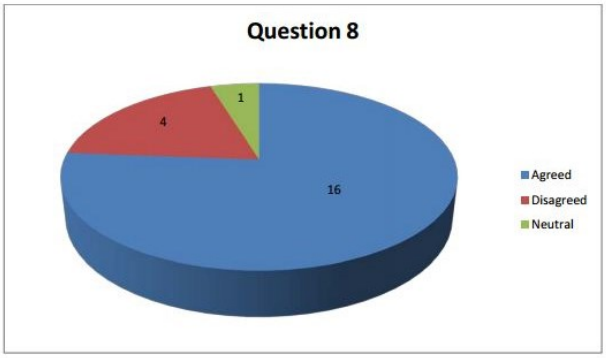


Figure 8: The Selection Policy of the organization is a good one

Question 9: HR finds good candidates from non-traditional sources when necessary:

PRAN-RFL does not prefer to choose candidates from non-traditional sources. If needed then they go for this type of sources. Survey shows that HR finds good candidates from non-traditional sources, when necessary, as 10 of 21 people agreed with the statement.

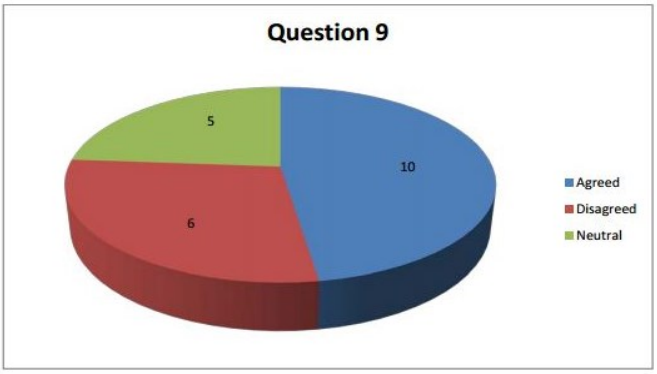


Figure 9: HR finds good candidates from non-traditional sources when necessary

Question 10: The organization is using satisfactory methods of interview.

PRAN – RFL maintain a three-tire process for selecting candidates. Survey says that some people satisfied with the interview methods and process but some are disagreed with the statement.

9 of 21 are agreed with the statement and 8 of 21 are disagreed with the statement.

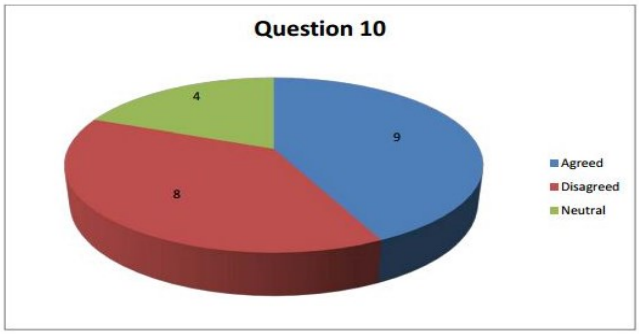


Figure 10: The organization is using satisfactory methods of interview

Question 11: Organization looks for experienced employees in selection Process.

In selection process the organization prefer experienced people for their own. Sometimes experiences add an extra value to getting selected. No organization does not want to take risk inexperienced candidate.

PRAN – RFL also prefers to recruit experienced candidates. From the survey it is very clear that, 16 people of 21 agree with the statement.

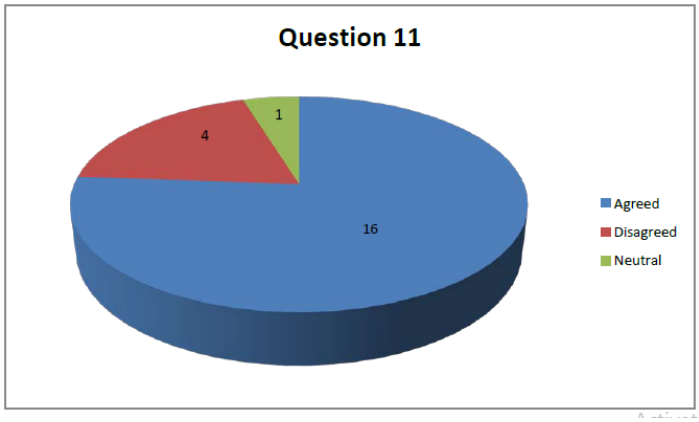


Figure 11: Organization looks for experienced employees in selection Process.

Question 12: Organization prefers referred candidates:

Employee referral is an internal recruitment method employed by organizations to identify potential candidates from their existing employees' social network. PRAN-RFL also encourages employees to refer candidates when necessary.

From Question 12, 15 people out of 21 which are 71.4 % agreed with the fact. On the other hand, only 5 people opposed the opinion. As the percentage is low, so it is assumed most of the employees are agreed with the statement.

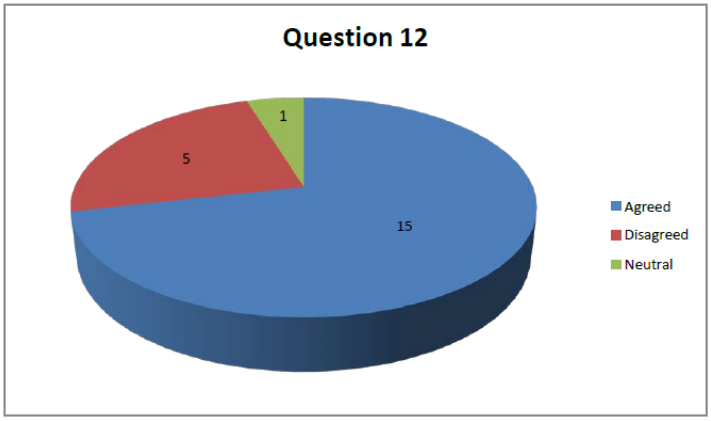


Figure 12: Organization prefers referred candidates

5.2 Recommendations:

At the conclusion of the report, I would like to say that the PRAN-RFL has practiced the standard human resource management. Here I have some recommendations that identify avenues for improving the recruitment and selection policies of PRAN-RFL:

1. Timeliness is an important ingredient in terms of recruitment process. The recruitment department of PRAN-RFL should look into the matter of consuming less time in the process of calling the applicants after their responses very seriously.

2. To provide an adequate pool of candidates the organization could use more clear and specific statements in the ad in terms of the minimum educational degree, preferred institutions and other necessary criteria based on which the initial screening of the applications was conducted.
3. To increase the satisfactory level of current interviewing process they can choose group interview method to cope up the problem. Sometimes recruitment section has to take interview of a large pool of candidates group interview method can be great solution to this problem.
4. From the survey we have seen that the organization prefers experienced people in the selection process. Sometimes they give advantage for the candidates who have experience even if the positions are not advertised for experience people. This will discourage new potential graduates apply for the organization in future. The organization should give more opportunities for fresh graduates.
5. Sometimes the organization provides advantages to the referred candidates. This is also a bad practice for organization reputation. Sometimes highly qualified candidates cannot get the job because of less qualified referred candidates.

Chapter Six:

Conclusion, References and Appendix

Conclusion

PRAN- RFL is one of the best manufacturing companies which have seen tremendous success since its establishment. It has been possible only because of its skilled management, well trained, dedicated employees and excellent quality products. It has earned very impressive operating income over the previous years. The Company tries to hold good corporate governance by maintaining discipline and sincerity all over the organization through its skilled and dedicated employees. PRAN- RFL group of industries are now one of the most successful industries in our country. They are trying to increase their business line and their own brand. From this report we will able to know about the recruitment section of PRAN-RFL group of industries. After doing this report I would like to conclude by saying that it had been a great experience for me. Moreover, the survey that I conducted gave me a stronger and more helpful knowledge about the entire research. This report may contain few flaws yet I have tried my best to maintain accuracy. I hope this report can be a helpful resource to use in future.

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Appendix

Questionnaire: Demographic information and Questions.

1. Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process?

a. Agreed

b. Disagreed

c. Neutral

2. Is the organization doing timeliness recruitment and selection process?

a. Agreed

b. Disagreed

c. Neutral

3. Does the organization do proper Job Analysis before Selection Process begins?

a. Agreed

b. Disagreed

c. Neutral

4. Does the Job Responsibilities and Job Description are clearly defined to the candidates appearing for selection process?

a. Agreed

b. Disagreed

c. Neutral

5. Does HR provide an adequate pool of quality applicants?

a. Agreed

b. Disagreed

c. Neutral

6. Is the Resume screening and short-listing method used by the organization is satisfactory?

a. Agreed

b. Disagreed

c. Neutral

7. Do you think criteria for short listing of candidates used by the organization is satisfactory?

a. Agreed

b. Disagreed

c. Neutral

8. Which source you would prefer for recruiting?
a. Internal source
b. External source
c. Both.

9. What method you are using for internal search
a. Through job posting.
b. Rehiring the persons, which were fired?
c. Using references of exiting employees like top management

10. How do you rate the Selection Policy of the organization?
a. Good
b. Average
c. Poor

11. Rate how well HR finds good candidates from non-traditional sources when necessary?
a. Poor
b. Adequate
c. Excellent

12. Which is the most important quality the organization looks for in a candidate?
a. Knowledge
b. Past Experience
c. Optimistic Nature
d. Discipline
e. Team Work Ability
f. Other

13. Do you think organization is using satisfactory methods of interview?
a. Agreed
b. Disagreed
c. Neutral

14. Do you think organization looks for experienced employees in selection Process?
a. Agreed
b. Disagreed
c. Neutral

15. Do you think organization prefers referred candidates?
a. Agreed
b. Disagreed
c. Neutral

Thank You for your co-operation.