Internship Report
on
“Recruitment and Selection Practices in an EdTech Startup: A Study on Classroom Bangladesh”

Submitted By:
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ID: BBA2203027075
Program: Bachelor of Business Administration (BBA)
Department of Business Administration
Major: Human Resource Management (HRM)
Semester: Summer 2026

Submitted To:
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of
Bachelor of Business Administration (BBA)



Sonargaon University (SU)
147/1, Green Road, Tejgaon, Dhaka-1215, Bangladesh
Date of Submission: September 5, 2026

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Submitted for the partial fulfillment of the degree of
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Date of Submission: September 5, 2026

Letter of Transmittal

Date: September 5, 2026

To
Naima Khan Tarin
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Subject: Submission of Internship Report

Dear Madam,

It is my great pleasure to submit my internship report entitled **"Recruitment and Selection Practices in an EdTech Startup: A Study on Classroom Bangladesh"** as a partial fulfillment of the requirements for the Bachelor of Business Administration (BBA) degree.

The report has been prepared based on my internship experience at Classroom Bangladesh, where I gained practical exposure to the organization's recruitment and selection activities and other human resource management functions. During my internship, I had the opportunity to observe and participate in various HR-related activities, enabling me to bridge the gap between theoretical knowledge and practical application.

I have made every effort to ensure that the report is accurate, informative, and prepared in accordance with academic requirements. I sincerely appreciate your valuable guidance, constructive suggestions, and continuous support throughout the preparation of this report.

I would be grateful if you kindly accept this report for evaluation. Your valuable comments and recommendations will be highly appreciated.

Sincerely yours,

_____
Suriaya Akter
ID: BBA2203027075
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Student's Declaration

I hereby declare that the internship report entitled **"Recruitment and Selection Practices in an EdTech Startup: A Study on Classroom Bangladesh"** is my own original work prepared under the supervision of my academic supervisor. This report has been prepared as a partial fulfillment of the requirements for the Bachelor of Business Administration (BBA) degree.

I further declare that this report has not been submitted to any other university or institution for the award of any degree, diploma, or certificate. All information collected from different sources has been properly acknowledged through appropriate citations and references.

Sincerely yours,

_____

Suriaya Akter
ID: BBA2203027075
Department of Business Administration
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Sonargaon University (SU)

Letter of Authorization

This is to certify that the internship report entitled **"Recruitment and Selection Practices in an EdTech Startup: A Study on Classroom Bangladesh"** has been prepared by **Ms. Suriaya Akter (ID: BBA2203027075)** under my supervision as a partial fulfillment of the requirements for the degree of Bachelor of Business Administration (BBA), Major in Human Resource Management, Department of Business Administration, Sonargaon University.

To the best of my knowledge, this report is an original piece of work carried out by the student and is worthy of acceptance for academic evaluation.

_____

Naima Khan Tarin
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Acknowledgment

First and foremost, I express my sincere gratitude to Almighty Allah for granting me the strength, patience, and opportunity to successfully complete my internship and prepare this report.

I would like to express my sincere appreciation to my respected academic supervisor, **Naima Khan Tarin**, Lecturer, Department of Business Administration, Sonargaon University, for providing continuous guidance, constructive criticism, valuable suggestions, and academic support throughout the preparation of this report. Her encouragement and supervision significantly contributed to the successful completion of this study.

I am also deeply grateful to the management and employees of **Classroom Bangladesh** for giving me the opportunity to complete my internship in their organization. Their cooperation, guidance, and willingness to share practical knowledge significantly enhanced my understanding of recruitment and selection practices in an EdTech startup.

My heartfelt thanks also go to the faculty members of the Department of Business Administration, Sonargaon University, whose knowledge and guidance throughout my academic journey laid the foundation for completing this internship successfully.

Finally, I extend my sincere gratitude to my parents, family members, friends, and well-wishers for their continuous encouragement, inspiration, and moral support throughout my academic journey.

Although every effort has been made to prepare this report carefully and accurately, any remaining errors or omissions are entirely my own responsibility.

Executive Summary

This internship report, entitled **"Recruitment and Selection Practices in an EdTech Startup: A Study on Classroom Bangladesh,"** examines the human resource recruitment and selection practices followed by Classroom Bangladesh, an emerging EdTech startup in Bangladesh. The report has been prepared as a partial fulfillment of the Bachelor of Business Administration (BBA) degree based on practical experience gained during the internship period.

The study aims to analyze the organization's recruitment and selection procedures, identify the sources and methods used to attract potential candidates, evaluate the effectiveness of the current practices, and identify challenges faced during the hiring process. Both primary and secondary data have been used to prepare the report. Primary data were collected through direct observation, informal discussions with employees, and practical internship experience, while secondary data were gathered from company documents, official publications, books, journals, and online resources.

The findings indicate that Classroom Bangladesh primarily utilizes digital recruitment channels such as social media, online job portals, employee referrals, and professional networking platforms to attract qualified candidates. The selection process generally includes CV screening, interviews, evaluation, and final appointment. Although the organization has developed an efficient recruitment system suitable for a startup environment, opportunities remain to improve recruitment planning, employer branding, interview standardization, and onboarding procedures.

The report concludes with practical recommendations to strengthen recruitment efficiency and support sustainable organizational growth. The findings may also serve as a useful reference for other emerging EdTech startups seeking to improve their human resource management practices.

List of Abbreviation

Abbreviation		Full Form
AI	-	Artificial Intelligence
ATS	-	Applicant Tracking System
BBA	-	Bachelor of Business Administration
BDJobs	-	Bangladesh Jobs Portal
CEO	-	Chief Executive Officer
CV	-	Curriculum Vitae
EEO	-	Equal Employment Opportunity
ERP	-	Enterprise Resource Planning
EdTech	-	Educational Technology
HR	-	Human Resource
HRM	-	Human Resource Management
HRIS	-	Human Resource Information System
HRP		Human Resource Planning
ICT	-	Information and Communication Technology
IT	-	Information Technology
ILO	-	International Labor Organization
JD	-	Job Description
JS	-	Job Specification
KPI	-	Key Performance Indicator
KSA	-	Knowledge, Skills, and Abilities
LMS	-	Learning Management System
OJT	-	On-the-Job Training
ROI	-	Return on Investment
SHRM	-	Society for Human Resource Management
SOP	-	Standard Operating Procedure
SWOT	-	Strengths, Weaknesses, Opportunities, Threats
SME	-	Small and Medium Enterprise
SU	-	Sonargaon University
TNA	-	Training Needs Assessment

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CHAPTER-ONE: INTRODUCTION

1.1 Background of the Study

Human Resource Management (HRM) plays a vital role in ensuring that organizations attract, develop, and retain competent employees who can contribute to achieving organizational objectives. Among the core functions of HRM, recruitment and selection are considered the foundation for building a skilled and productive workforce. An effective recruitment and selection process enables organizations to identify qualified candidates, reduce hiring risks, improve employee performance, and enhance overall organizational effectiveness.

In today's competitive business environment, organizations are increasingly adopting strategic recruitment and selection practices to attract talented individuals. With the rapid advancement of technology and the growing demand for skilled professionals, many organizations have shifted from traditional hiring methods to digital recruitment platforms, social media, professional networking sites, and competency-based selection techniques. These modern practices help organizations recruit suitable employees more efficiently while minimizing recruitment costs and time.

The EdTech (Education Technology) industry in Bangladesh has experienced remarkable growth over the past decade. Increasing internet accessibility, digital transformation, and the rising demand for online education have encouraged the emergence of numerous EdTech startups. These organizations require competent human resources to support business growth, technological innovation, customer service, and educational content development. Consequently, recruitment and selection have become strategic functions that directly influence organizational performance and long-term sustainability.

Classroom Bangladesh is one of the emerging EdTech organizations in Bangladesh, providing education, career development, language training, IT training, digital marketing, education consultancy, and technology-based solutions. As a growing startup, the organization continuously seeks qualified and motivated employees to support its expanding operations. Maintaining an effective recruitment and selection system is therefore essential to ensure that the right individuals are hired for the right positions.

This internship report examines the recruitment and selection practices followed by Classroom Bangladesh. The study explores the organization's recruitment sources, selection procedures, hiring challenges, and overall effectiveness while identifying areas for improvement. The findings of this report are expected to contribute to a better understanding of recruitment and selection practices in startup organizations operating within Bangladesh's rapidly evolving EdTech sector.

1.2 Statement of the Problem

Recruitment and selection are among the most critical activities of human resource management because organizational success largely depends on recruiting competent employees. While large organizations often have well-established recruitment systems, many startups face significant challenges due to limited financial resources, smaller HR teams, intense competition for skilled professionals, and rapidly changing business requirements.

As an emerging EdTech startup, Classroom Bangladesh operates in a highly competitive industry where attracting qualified talent is essential for sustainable growth. The organization relies heavily on digital recruitment platforms and modern hiring practices to meet its workforce requirements. However, challenges such as limited employer branding, high competition for skilled employees, time constraints, and the need for efficient candidate assessment may affect recruitment outcomes.

Therefore, it is important to evaluate the recruitment and selection practices of Classroom Bangladesh to determine their effectiveness, identify existing challenges, and recommend practical improvements that can support organizational growth.

1.3 Objectives of the Study

General Objective

To analyze the recruitment and selection practices of Classroom Bangladesh.

Specific Objectives

The specific objectives of this study are:

- To examine the recruitment process followed by Classroom Bangladesh.
- To identify the sources of recruitment used by the organization.
- To analyze the employee selection procedures.

1.4 Scope of the Study

This study focuses on the recruitment and selection practices of Classroom Bangladesh. It examines the organization's workforce planning, recruitment sources, candidate screening methods, interview process, employee selection procedures, and onboarding activities. The report also evaluates the strengths and weaknesses of the existing recruitment system and proposes recommendations for improvement. The study is based primarily on practical internship experience, direct observation, informal discussions with employees, and relevant secondary sources. The findings are limited to Classroom Bangladesh and may not fully represent the recruitment practices of other organizations within the EdTech sector.

1.5 Significance of the Study

The study is significant for several reasons.

- It provides practical knowledge about recruitment and selection practices in an emerging EdTech startup.
- It helps bridge the gap between theoretical HR concepts and real-world organizational practices.
- It identifies the strengths and weaknesses of the organization's recruitment system.
- It offers practical recommendations to improve recruitment efficiency and employee selection.
- It contributes to academic knowledge regarding HR practices in Bangladeshi startup organizations.
- It serves as a useful reference for future researchers, students, and HR professionals interested in recruitment and selection practices.

1.6 Research Methodology

This study follows a descriptive research design to analyze the recruitment and selection practices of Classroom Bangladesh.

Research Design

Descriptive research design.

Sources of Data

Primary Data

- Direct observation during the internship.
- Informal discussions with HR personnel.
- Discussions with supervisors and employees.
- Personal work experience.

Secondary Data

- Company website.
- HR manuals and organizational documents.
- Annual reports (if available).
- Books and academic journals.
- Research articles.
- Official publications.
- Online databases.

Data Collection Methods

- Observation

- Interviews
- Informal discussions
- Document review

Data Analysis Techniques

The collected information was analyzed using qualitative and descriptive methods. Tables, flowcharts, and narrative analysis were used to explain the recruitment and selection practices of Classroom Bangladesh.

1.7 Limitations of the Study

Although every effort was made to prepare this report accurately, several limitations were encountered.

- The internship period was limited, so long-term HR practices could not be observed.
- The study focused only on Classroom Bangladesh.
- Access to confidential HR information was limited.
- Some recruitment decisions could not be directly observed.
- The study mainly relied on personal observation and discussions with employees.
- No large-scale employee survey was conducted due to time limitations.

CHAPTER-TWO: ORGANIZATIONAL OVERVIEW

2.1 Company Profile

Classroom Bangladesh is where I completed my internship, and this chapter covers its background, structure, services, and HR practices context needed for the recruitment and selection analysis in later chapters. Founded in 2023 under FutureNet Technology (operating since 2013), Classroom Bangladesh is an emerging EdTech startup that combines skill training, career counseling, digital services, global education consultancy, and corporate solutions into one platform. Unlike traditional training centers, it blends practical, project-based learning with mentorship, internships, and career placement support to bridge the gap between academic education and job market needs.

Through affiliated divisions FutureNet Technology, Classroom EMS, Classroom Global Education, iCard, and The Journey the company operates across education, technology, tourism, and digital transformation, making it a diversified service organization rather than a single-purpose training institute. As a startup, it follows a flexible, collaborative management structure that supports fast decision-making and adaptability. Overall, Classroom Bangladesh has built a growing reputation as a modern EdTech company focused on practical education, career development, and digital innovation The following table presents the general profile of Classroom Bangladesh.

Table 2.1: General Profile of Classroom Bangladesh

Particular	**Description**
Company Name	Classroom Bangladesh
Parent Organization	FutureNet Technology
Industry	Education Technology (EdTech)
Business Nature	Training, Career Development, Digital Solutions and Education Services
Established	2023
Parent Company Established	2013
Headquarters	Merul Badda, Gulshan, Dhaka-1212, Bangladesh
Business Type	Private Partnership
Working Days	Thursday to Tuesday
Office Hours	9:00 AM – 8:00 PM
Primary Business Areas	IT Training, Language Training, Career Development, Global Education, Digital Marketing, Education ERP, Website Development, Customized Software
Target Customers	Students, Graduates, Professionals, Educational Institutions, Corporate Organizations and Entrepreneurs
Official Website	www.classroombangladesh.com

2.2 History of Classroom Bangladesh

Classroom Bangladesh was established in 2023 to bridge the gap between academic education and the practical skills employers demand, combining technology, professional training, career development, and digital innovation into one ecosystem. The organization builds on the experience of its parent company, FutureNet Technology, which has provided digital marketing, web/software development, and branding solutions since 2013. Recognizing that many graduates lack practical skills and industry exposure despite academic qualifications, the founders designed a learner-centered model blending classroom instruction with real projects, mentorship, internships, career counseling, and job placement support.

Since launch, the organization has grown through specialized divisions: Classroom EMS (Education ERP solutions), Classroom Global Education (international study support), FutureNet Technology (digital/software services), iCard (student ID and institutional services), and The Journey (travel and tourism support)—together forming an integrated education-technology-career ecosystem. Classroom Bangladesh now offers training in digital marketing, freelancing, web development, AI, language learning, public speaking, entrepreneurship, and career development, alongside seminars, workshops, and networking events. Moving forward, it aims to expand its offerings, strengthen corporate partnerships, and grow into one of Bangladesh's leading technology-driven education and career platforms.

2.3 Vision

The vision of Classroom Bangladesh is to empower Bangladesh's youth through technology-driven education and career development while becoming a leading platform for digital learning, professional training, and global opportunities. The organization aims to transform education into employment by developing industry-ready professionals equipped with practical skills and modern knowledge.

2.4 Mission

The mission of Classroom Bangladesh is to provide accessible, practical, and innovative educational solutions that prepare students and professionals for successful careers. The organization is committed to combining education, technology, and mentorship to improve employability and lifelong learning.

Its major missions include:

- Delivering industry-oriented professional training.
- Providing career counseling and job placement support.
- Offering global education and student consultancy services.
- Developing digital solutions for educational institutions.
- Promoting innovation through technology-based learning.

2.5 Core Values

Core values represent the fundamental beliefs that guide organizational behavior, decision-making, and workplace culture. At Classroom Bangladesh, these values influence how employees interact with learners, clients, partners, and one another.

Innovation: Innovation is at the heart of Classroom Bangladesh's operations. The organization continuously develops new training programs, adopts emerging technologies, and explores creative teaching methods to meet changing educational needs.

Integrity: The organization promotes honesty, transparency, and ethical behavior in all business activities. Employees are expected to maintain professionalism and build trust with students, clients, and business partners.

Excellence: Classroom Bangladesh strives to deliver high-quality educational services by continuously improving its training materials, teaching methodologies, customer support, and organizational performance.

Lifelong Learning: Continuous learning is encouraged for both employees and learners. The organization believes that professional growth depends on regularly updating knowledge and adapting to technological advancements.

Teamwork: Collaboration among departments is considered essential for organizational success. Employees work together to achieve common objectives while sharing knowledge, ideas, and professional expertise.

Customer Focus: Students, professionals, institutions, and corporate clients remain at the center of all organizational activities. Classroom Bangladesh emphasizes understanding customer needs and delivering value-added services that exceed expectations.

Accountability: Employees are encouraged to take responsibility for their work, maintain professionalism, meet deadlines, and contribute positively to organizational objectives.

Respect and Diversity: The organization values diversity, mutual respect, equal opportunity, and an inclusive workplace where individuals from different backgrounds can learn and work together effectively.

These core values create a positive organizational culture and support the company's long-term strategic goals.

2.6 Business Model

Classroom Bangladesh operates as a diversified Education Technology (EdTech) startup that combines educational services, digital technology, career development, and business solutions under one integrated platform. Rather than depending on a single source of

income, the organization follows a multi-service business model that allows it to serve students, professionals, educational institutions, and corporate organizations simultaneously. Its business model focuses on creating value by transforming education into employment through practical learning, technology integration, and professional development.

Value Proposition

The organization provides practical, affordable, and industry-oriented education that improves employability and professional skills. Learners receive training that combines theoretical concepts with real-world applications, enabling them to become more competitive in the job market.

Customer Segments

Classroom Bangladesh serves a wide range of customers, including:

- School and college students
- University students
- Fresh graduates
- Job seekers
- Professionals
- Freelancers
- Entrepreneurs
- Educational institutions
- Corporate organizations

Revenue Streams

The organization generates revenue from multiple business activities, including:

- Professional training programs
- IT and software courses
- Language courses
- Corporate training
- Global education consultancy
- Digital marketing services
- Website and software development
- Education ERP implementation
- Branding and business consultancy

Key Resources

The major organizational resources include:

- Experienced trainers
- Technology experts

- Learning Management Systems
- Digital platforms
- Corporate partnerships
- Educational content
- Brand reputation

Key Activities

The organization's major operational activities include:

- Conducting professional training
- Developing educational content
- Student counseling
- Recruitment and placement support
- Digital solution development
- Corporate consulting
- Marketing and branding
- Technology innovation

Key Partners

Classroom Bangladesh collaborates with:

- Universities
- Educational institutions
- Corporate organizations
- Technology partners
- International education partners
- Industry professionals
- FutureNet Technology

2.7 Products and Services

Classroom Bangladesh offers a diversified portfolio of educational, technological, and professional services designed to meet the needs of students, graduates, professionals, educational institutions, and corporate organizations. Unlike many traditional training centers that focus on a limited number of courses, Classroom Bangladesh has developed a comprehensive service ecosystem that integrates education, career development, technology solutions, and business support. This diversified approach enables the organization to serve multiple customer segments while creating sustainable business growth.

The major products and services offered by Classroom Bangladesh are discussed below.

2.7.1 Professional Skill Development Programs

Professional skill development is one of the core service areas of Classroom Bangladesh. The organization provides practical training programs that help learners develop industry-relevant knowledge and competencies. These programs emphasize hands-on learning, practical assignments, real-world case studies, and project-based assessments rather than theoretical instruction alone. The objective of these training programs is to improve employability by equipping participants with the skills required in today's competitive labor market. Courses are regularly updated to reflect changing industry demands and technological advancements. Major professional training areas include: Digital Marketing, Graphic Design, Web Design and Development¸ Freelancing, Artificial Intelligence (AI)¸ Data Analytics, Microsoft Office Applications, Public Speaking, Entrepreneurship Development, Business Communication.

2.7.2 Career Development Services

Career development is another major service offered by Classroom Bangladesh. The organization understands that many graduates struggle to enter the job market due to limited career guidance and professional preparation. Therefore, it provides comprehensive career support services designed to improve job readiness. Career development services include: Career Counseling, CV and Resume Writing, Cover Letter Preparation, LinkedIn Profile Development, Interview Preparation, Mock Interviews, Personal Branding, Internship Guidance, Job Placement Assistance

2.7.3 Language Learning Programs

Communication skills play a significant role in academic and professional success. To address this need, Classroom Bangladesh offers language training programs aimed at improving learners' speaking, listening, reading, and writing abilities. The organization provides language courses that focus on practical communication, confidence building, presentation skills, and workplace communication. Popular language programs include: Spoken English, IELTS Preparation, Business English, Public Speaking, Communication Skills Development.

2.7.4 Global Education Consultancy

Through its dedicated Global Education division, Classroom Bangladesh assists students who wish to pursue higher education overseas. The consultancy provides complete guidance throughout the admission process and supports students in selecting suitable universities based on their academic background and career objectives. Services offered under this division include: University Selection, Admission Counseling, Scholarship Guidance, Application Assistance, Statement of Purpose (SOP) Review, Visa Documentation Support, Pre-Departure Counseling

2.7.5 Corporate Training Solutions

Classroom Bangladesh also provides customized corporate training programs for business organizations, educational institutions, and government agencies. These training sessions are designed according to organizational requirements and focus on improving employee productivity and professional competencies. Corporate training areas include: Leadership Development, Team Building, Customer Service Excellence, Sales and Marketing Skills, Office Productivity, Communication Skills, Digital Transformation, Soft Skills Development, Human Resource Development

2.7.6 Digital Marketing Services

Through FutureNet Technology, Classroom Bangladesh offers professional digital marketing services for businesses and educational institutions. These services help organizations strengthen their online presence and improve customer engagement. Digital marketing services include: Social Media Marketing, Search Engine Optimization (SEO), Facebook Advertising, Google Advertising, Content Marketing, Email Marketing, Brand Promotion, Online Campaign Management.

2.7.7 Website and Software Development

Technology solutions represent another important business segment of Classroom Bangladesh. The organization develops customized software applications and websites for educational institutions and business organizations. Major technology services include: Website Design, Website Development, E-commerce Development, Mobile Application Development, Customized Software Development, Learning Management Systems (LMS), Education ERP Solutions, Business Automation Systems

2.7.8 Education Management System (Classroom EMS)

Classroom EMS is a specialized Education Management System developed to support schools, colleges, universities, and training institutes. It provides digital solutions that simplify academic and administrative operations. Major features include: Student Information Management, Admission Management, Attendance Tracking, Examination Management, Fee Collection, Result Processing, Parent Communication, Teacher Management, Academic Reporting

2.7.9 Student Support Services

Classroom Bangladesh offers several support services that enhance the overall learning experience and promote student success. These services include: Academic Counseling, Internship Opportunities, Industry Networking, Career Seminars, Professional Workshops, Mentorship Programs, Skill Assessment, Alumni Networking These initiatives create opportunities for continuous learning and professional development beyond classroom instruction.

2.7.10 Business Consultancy Services

The organization also provides consultancy services for startups, educational institutions, and small businesses seeking digital transformation and organizational development. Business consultancy services include: Business Strategy Development, Digital Transformation Planning, Branding and Identity Development, Marketing Strategy, Business Process Improvement, Technology Consultancy, Startup Mentoring.

2.8 Organizational Structure

An organizational structure defines how responsibilities, authority, and communication flow within a company, establishing clear reporting lines and ensuring effective coordination. Classroom Bangladesh follows a relatively flat, flexible structure typical of a growing EdTech startup. Unlike large corporations with multiple management layers, it maintains a streamlined hierarchy that supports quick decision-making, open communication, and cross-functional collaboration:



Figure 2.1: Organizational Structure of Classroom Bangladesh

The Managing Director oversees overall governance, while the CEO leads strategic planning, business development, and organizational growth. Reporting to the CEO are core functional departments HR, Marketing, Operations, and Finance each handling specialized functions while coordinating closely with one another (e.g., HR partners with department heads on recruitment, while Marketing works with the Academic team to promote training programs). Executives and coordinators implement day-to-day operations, supported by interns who gain hands-on experience across departments.

2.9 Functional Departments of Classroom Bangladesh

To ensure efficient operations, Classroom Bangladesh has organized its workforce into several functional departments. Despite operating with a lean startup team, each department plays a vital role in achieving the organization's strategic objectives while coordinating closely with other units.

2.9.1 Human Resource Department: The HR Department manages the organization's human capital, handling manpower planning, recruitment, selection, onboarding, employee documentation, attendance and leave management, employee relations, and policy implementation. During my internship, I observed that HR acts as a bridge between management and employees, ensuring smooth communication and supporting organizational growth through effective recruitment. The department also works closely with other managers to identify workforce needs and hire qualified candidates.

2.9.2 Academic and Training Department: As the core operational unit, this department designs, develops, and delivers educational programs aligned with industry needs. Its work includes curriculum design, developing learning materials, scheduling classes, managing trainers, monitoring student progress, conducting exams, and organizing workshops and seminars. Course content is continuously updated to keep pace with technological and market changes.

2.9.3 Marketing Department: The Marketing Department promotes Classroom Bangladesh's services and strengthens its brand in the competitive EdTech space through digital marketing, social media management, advertising, content creation, and event promotion. It plays a key role in attracting prospective students through online campaigns and market research.

2.9.4 Sales and Business Development Department: This department drives organizational growth by expanding customer relationships and identifying new opportunities, including student counseling, course sales, corporate client acquisition, and institutional partnerships. It works closely with universities and organizations to build long-term collaborations that generate revenue.

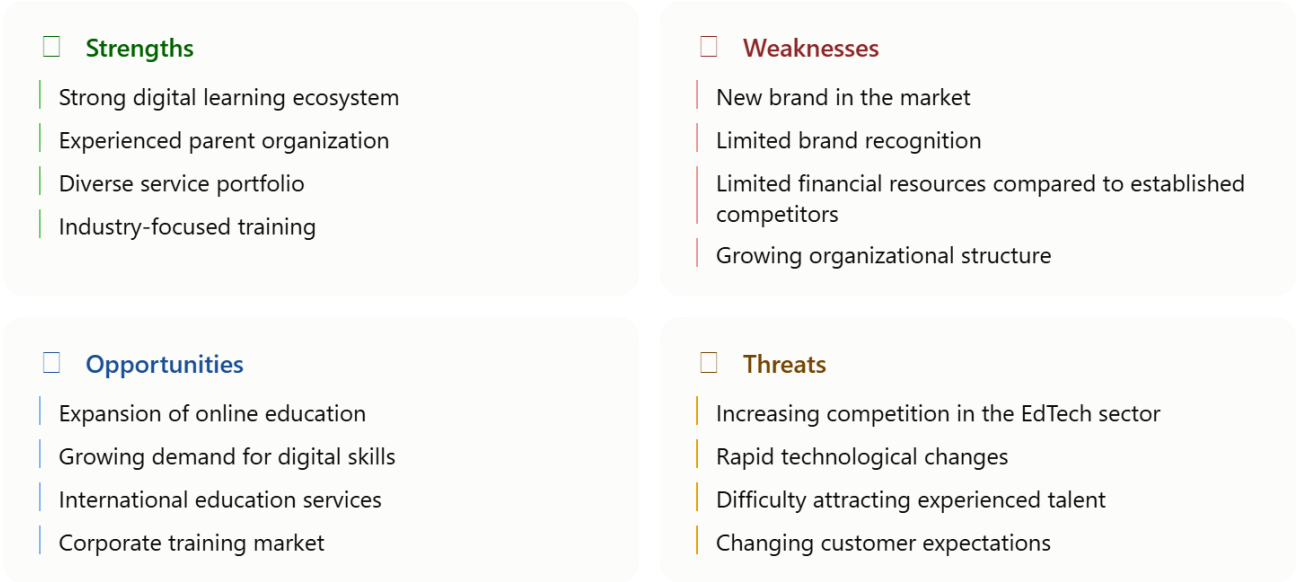
2.9.5 Information Technology Department: Given the organization's technology-driven nature, the IT Department maintains websites, develops software, supports the Learning Management System (LMS) and Education ERP, and manages cybersecurity, technical troubleshooting, and digital infrastructure—keeping platforms secure, efficient, and user-friendly.

2.9.6 Finance and Accounts Department: This department manages the organization's financial health, covering budget preparation, financial reporting, payroll, tax compliance, expense control, and cash flow management, ensuring stability while supporting management's decision-making.

2.9.7 Customer Support Department: Focused on student and client satisfaction, this department handles inquiries, complaints, admission support, and feedback collection. Effective support strengthens student satisfaction and the organization's overall reputation.

2.9.8 Human Resource Department: The HR Department plays a strategic role in helping Classroom Bangladesh recruit, develop, and retain qualified employees, recognizing that service quality depends heavily on employee competence and commitment. As a startup, the organization runs a flexible HR system where the department handles both strategic and administrative functions, working closely with senior management to align manpower needs with organizational goals. HR also emphasizes employee development, teamwork, and continuous learning, while maintaining fair recruitment practices and a positive work environment. Its major functions include human resource planning, recruitment and selection, employee orientation, performance monitoring, attendance and leave management, employee records, policy implementation, conflict resolution, and employee engagement. During my internship, I directly participated in recruitment, interview coordination, employee documentation, and onboarding support experiences that deepened my practical understanding of modern HR management.

2.10 SWOT Analysis



The SWOT analysis indicates that Classroom Bangladesh possesses several competitive advantages, including practical training programs, diversified services, technological expertise, and a flexible organizational structure. However, as a relatively new startup, it faces challenges related to brand recognition and intense market competition. By leveraging opportunities in digital education, corporate training, and international education consultancy while strengthening its marketing efforts and service quality, the organization can further enhance its competitive position within Bangladesh's rapidly growing EdTech industry.

CHAPTER-THREE: INTERNSHIP EXPERIENCE – DUTIES AND RESPONSIBILITIES

3.1 Internship Overview

The internship program serves as an essential component of the Bachelor of Business Administration (BBA) curriculum, providing students with an opportunity to gain practical knowledge and professional experience in a real organizational environment. During the internship period at Classroom Bangladesh, I was assigned to the Human Resource (HR) Department, where actively participated in recruitment, employee coordination, documentation, and administrative activities provided valuable exposure to the practical application of Human Resource Management (HRM) concepts.

As an EdTech startup, Classroom Bangladesh operates in a dynamic and fast-paced environment where employees often perform multiple responsibilities to support organizational growth. Consequently, the internship experience extended beyond routine administrative work and included direct involvement in various stages of the recruitment and selection process. This practical exposure enabled me to understand how HR policies are implemented, how recruitment decisions are made, and how coordination among different departments contributes to effective human resource management.

The internship also helped develop essential professional competencies such as communication, teamwork, time management, problem-solving, documentation, and interpersonal skills. By working closely with HR personnel and departmental supervisors, I have gained firsthand knowledge of the challenges and opportunities associated with managing human resources in a startup organization.

3.2 Nature of Internship

The internship was conducted in the Human Resource Department of Classroom Bangladesh. The primary responsibility of the department was to ensure the availability of competent employees through effective recruitment and selection while maintaining employee records, supporting organizational policies, and facilitating smooth communication between management and staff.

During the internship period, I worked under the direct supervision of HR personnel and was involved in several HR-related activities. The internship primarily focused on recruitment support, candidate communication, documentation, interview coordination, onboarding assistance, and administrative tasks. These responsibilities allowed me to observe and participate in the complete employee recruitment cycle from vacancy announcement to employee joining.

3.3 Duties and Responsibilities

During my internship, I was assigned a variety of responsibilities that enabled me to gain practical experience in recruitment and administrative HR activities. My responsibilities included both routine and project-based assignments. The major duties and responsibilities performed during the internship are discussed below.

Preparing Job Advertisements: One of my regular responsibilities was assisting in preparing job advertisements for different vacant positions. I helped review job descriptions, organize recruitment information, and prepare vacancy announcements before they were published on online recruitment platforms.

Publishing Job Vacancies: I assisted the HR department in posting job circulars on various online platforms such as Facebook, LinkedIn, and other recruitment channels. I also monitored applicant responses after vacancies were published.

Resume Collection and Screening: I collected applications submitted by candidates and organized resumes according to different job positions. I assisted HR personnel in reviewing resumes based on educational qualifications, work experience, technical skills, and job requirements.

Maintaining Applicant Database: Another important responsibility was maintaining candidate information in digital records. I regularly updated applicant lists, interview schedules, and recruitment documents to ensure accurate record management.

Interview Coordination: I assisted in scheduling interviews by contacting shortlisted candidates through phone calls and email. I prepared interview schedules, confirmed candidate availability, and coordinated interview logistics.

Preparing Interview Documents: Before interviews, I prepared attendance sheets, candidate profiles, interview evaluation forms, and other necessary documents required by the interview panel.

Employee Documentation: I assisted in organizing employee documents, including appointment letters, educational certificates, identification documents, and other personnel records. Proper documentation helped maintain an organized HR filing system.

Onboarding Support: After successful recruitment, I assisted the HR department during the onboarding process by preparing joining documents and helping new employees complete necessary formalities.

Administrative Support: Besides recruitment activities, I provided administrative assistance by maintaining HR files, preparing reports, updating spreadsheets, printing official documents, and supporting other departmental activities whenever required.

3.4 Skills Developed During the Internship

The internship at Classroom Bangladesh significantly enhanced my professional knowledge and practical competencies. Working in the Human Resource Department allowed me to develop both technical and interpersonal skills that are essential for a successful career in Human Resource Management. The experience not only strengthened my understanding of HR functions but also improved my confidence in handling workplace responsibilities. The major skills I developed during the internship are discussed below.

Human Resource Management Skills: Through active participation in recruitment and selection activities, I developed practical knowledge of HR operations. I learned how manpower requirements are identified, job advertisements are prepared, resumes are screened, interviews are coordinated, and employee onboarding is conducted. This practical exposure enabled me to understand how HR contributes to organizational success.

Communication Skills: My communication skills improved considerably during the internship. I regularly communicated with job applicants through phone calls, emails, and online platforms regarding interview schedules, recruitment updates, and document submission. Frequent interaction with candidates and employees helped me communicate professionally and confidently.

Organizational Skills: Managing recruitment documents, applicant information, interview schedules, and employee records required careful planning and organization. These responsibilities enhanced my ability to prioritize tasks, maintain accurate records, and complete assignments within deadlines.

Computer and Digital Skills: The internship improved my proficiency in Microsoft Office applications, Google Workspace, online recruitment platforms, spreadsheets, and digital communication tools. I also gained practical experience using social media for recruitment and organizational communication.

Teamwork and Collaboration: Working with HR professionals and employees from different departments improved my teamwork skills. I learned how effective collaboration contributes to successful recruitment activities and organizational performance.

Problem-Solving Skills: Throughout the internship, I encountered situations that required quick decision-making and problem-solving, such as interview scheduling conflicts and document management issues. These experiences improved my analytical thinking and ability to handle workplace challenges.

Professional Ethics: The HR department handles confidential employee information; therefore, maintaining confidentiality and professionalism became an important part of my daily responsibilities. I learned the importance of ethical behavior, honesty, punctuality, and accountability in the workplace.

3.5 Practical Learning and Experience

The internship provided an opportunity to apply the theoretical concepts learned during my BBA program in a real organizational environment. Many HR concepts that I had previously studied in textbooks became clearer through practical application. One of the most valuable learning experiences was understanding the complete recruitment and selection process. I observed how organizations identify staffing needs, advertise vacancies, evaluate applicants, conduct interviews, and appoint suitable candidates. This practical exposure strengthened my understanding of recruitment planning and employee selection.

Another important learning experience was understanding the significance of effective communication in Human Resource Management. Maintaining professional communication with applicants, employees, and supervisors demonstrated how communication influences organizational efficiency and employee satisfaction. The internship also improved my understanding of workplace discipline, organizational hierarchy, office etiquette, teamwork, and time management. Working in a professional environment taught me the importance of responsibility, punctuality, adaptability, and continuous learning. Overall, the internship transformed theoretical knowledge into practical experience and prepared me for future professional responsibilities.

3.6 Challenges Faced During the Internship

Although the internship was highly beneficial, I encountered several challenges while adapting to the professional working environment. These challenges helped me develop resilience and improve my professional capabilities.

Limited Practical Experience: At the beginning of my internship, I had limited practical knowledge of HR operations. Understanding recruitment procedures, organizational policies, and workplace expectations required time and continuous learning.

Managing Multiple Tasks: The HR department often handled several recruitment activities simultaneously. Managing multiple responsibilities within limited time was initially challenging but gradually improved my organizational skills.

Maintaining Confidentiality: Working with employee records and recruitment documents required maintaining confidentiality. I learned to handle sensitive information responsibly while following organizational policies.

Adapting to a Professional Environment: Transitioning from an academic environment to a professional workplace required adjustments in communication style, discipline, and work habits. Initially, adapting to office culture was challenging, but continuous guidance from supervisors helped me adjust successfully.

Time Management: Balancing multiple assignments while meeting deadlines required effective time management. Over time, I developed better planning and prioritization skills to complete my responsibilities efficiently.

3.7 Solutions to the Challenges

The challenges I encountered during the internship were gradually overcome through continuous learning, supervisor guidance, and practical experience. To improve my practical knowledge, I observed experienced HR professionals, asked questions whenever necessary, and carefully followed organizational procedures. Their guidance helped me understand HR functions more effectively. I improved my time management by preparing daily work plans, prioritizing important tasks, and completing assignments systematically. This approach enabled me to manage multiple responsibilities more efficiently.

To maintain confidentiality, I strictly followed organizational rules regarding employee information and ensured that confidential documents were handled responsibly. I also enhanced my communication skills by interacting regularly with supervisors, colleagues, and job applicants. Continuous practice increased my confidence in professional communication and teamwork. These experiences helped me overcome initial challenges and contributed significantly to my personal and professional development.

3.8 Self-Assessment and Reflection

The internship experience at Classroom Bangladesh was one of the most valuable learning opportunities in my academic journey. It enabled me to evaluate my strengths, identify areas for improvement, and understand the practical expectations of the corporate world. I believe that my willingness to learn, positive attitude, punctuality, and dedication allowed me to perform my responsibilities effectively. Throughout the internship, I actively participated in HR activities, accepted feedback positively, and continuously worked to improve my performance.

The experience also made me realize the importance of communication, teamwork, professionalism, and adaptability in achieving organizational goals. Working in a startup environment taught me how flexibility, innovation, and collaboration contribute to organizational success. Overall, the internship increased my confidence and prepared me for future professional challenges in the field of Human Resource Management.

3.9 Contribution to the Organization

During my internship, I made meaningful contributions to the daily activities of the Human Resource Department. Although I worked as an intern, I actively supported several recruitment and administrative functions.

My contributions included:

- Assisting in preparing and publishing job advertisements.
- Collecting and organizing job applications.
- Screening resumes according to job requirements.
- Coordinating interview schedules.
- Communicating with shortlisted candidates.
- Preparing interview-related documents.
- Maintaining applicant and employee records.
- Supporting onboarding activities.
- Providing administrative assistance to the HR team.

These contributions helped the HR department complete recruitment activities more efficiently while providing me with valuable practical experience.

3.10 Internship Outcomes

The internship successfully achieved both my academic and professional objectives. It enhanced my understanding of Human Resource Management while allowing me to develop practical skills that cannot be acquired through classroom learning alone.

The major outcomes of the internship include:

- Practical understanding of recruitment and selection practices.
- Improved communication and interpersonal skills.
- Better knowledge of organizational operations.
- Enhanced confidence in professional work environments.
- Development of teamwork and leadership qualities.
- Improved time management and organizational skills.
- Increased familiarity with HR documentation and administrative procedures.
- Better understanding of ethical responsibilities in Human Resource Management.

These outcomes have strengthened my career readiness and prepared me for future employment opportunities. This chapter discussed my overall internship experience at Classroom Bangladesh. It described the internship objectives, organizational placement, duties and responsibilities, weekly activities, skills developed, practical learning experiences, challenges faced, solutions adopted, self-assessment, organizational contributions, and internship outcomes. The internship provided valuable practical exposure to Human Resource Management, particularly recruitment and selection practices, enabling me to bridge the gap between academic learning and professional practice. The knowledge and experience gained during this internship have significantly enhanced my professional competence and prepared me for future career opportunities in the field of Human Resource Management.

CHAPTER-FOUR: RECRUITMENT AND SELECTION PRACTICES AT CLASSROOM BANGLADESH

4.1 Overview of Recruitment and Selection

This chapter presents a comprehensive analysis of the recruitment and selection practices observed during my internship at Classroom Bangladesh. As a growing EdTech startup, the organization relies heavily on attracting talented, adaptable, and innovative employees to support its continuous expansion. During my internship in the Human Resource (HR) Department, I had the opportunity to observe and participate in several recruitment activities, including vacancy planning, job advertisement preparation, resume screening, interview coordination, candidate communication, and onboarding support.

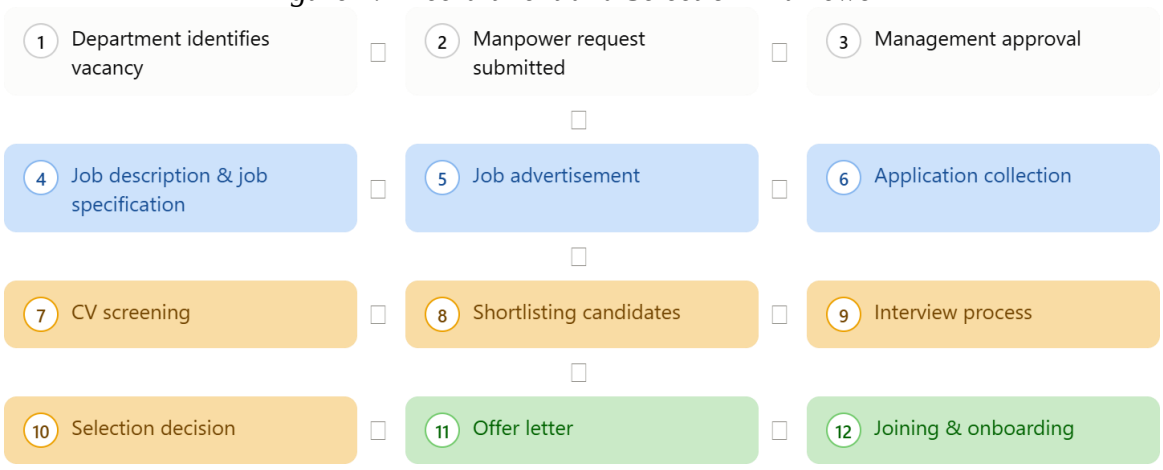
Unlike large organizations with highly formalized HR systems, Classroom Bangladesh follows a flexible and technology-driven recruitment approach that enables quick hiring decisions while maintaining the quality of employee selection. The organization primarily uses digital recruitment platforms and competency-based interviews to identify candidates who possess the required technical knowledge, communication skills, and cultural fit.

4.2 Recruitment and Selection Framework

The recruitment process begins whenever a department identifies the need for additional manpower due to business expansion, project requirements, employee resignation, or increased workload.

The overall recruitment framework observed during my internship is illustrated below.

Figure 4.1 Recruitment and Selection Framework



The above framework demonstrates that recruitment is conducted through a systematic sequence of activities that ensures only suitable candidates progress to the final hiring stage.

4.3 Human Resource Planning

4.3.1 Concept of Human Resource Planning

Human Resource Planning (HRP) is the process through which an organization determines its current and future workforce requirements and develops strategies to ensure that qualified employees are available when needed. It involves forecasting manpower demand, analyzing existing human resources, identifying skill gaps, and planning recruitment activities accordingly.

According to modern Human Resource Management theory, effective human resource planning enables organizations to recruit the right number of employees with the appropriate knowledge, skills, and competencies while minimizing recruitment costs and improving workforce productivity. For startups like Classroom Bangladesh, human resource planning is particularly important because business expansion often requires rapid workforce adjustments. Since startups usually operate with limited financial and human resources, manpower planning helps management optimize employee utilization while avoiding unnecessary recruitment expenses.

4.3.2 Objectives of Human Resource Planning

The major objectives of Human Resource Planning include:

- Ensuring the availability of qualified employees.
- Identifying future manpower requirements.
- Supporting organizational expansion.
- Improving workforce productivity.
- Reducing recruitment costs.
- Maintaining operational continuity.
- Supporting strategic business objectives.
- Improving employee utilization.
- Facilitating succession planning.
- Enhancing organizational competitiveness.

These objectives enable organizations to maintain an effective balance between workforce demand and workforce supply.

4.3.3 Human Resource Planning Process

Classroom Bangladesh follows a relatively systematic approach to manpower planning despite being a startup organization. The planning process generally begins when department heads identify additional workforce requirements based on increasing workloads, new projects, employee resignations, or organizational expansion. The HR department then reviews existing manpower availability, evaluates departmental requests, and consults senior management before initiating recruitment activities.



Figure 4.2 Human Resource Planning Process

4.3.4 Human Resource Planning at Classroom Bangladesh

Based on my internship observations, Classroom Bangladesh performs manpower planning according to organizational needs rather than fixed annual recruitment schedules. Whenever a department experience increased workload or plans to introduce new services, the department head communicates staffing requirements to the HR department.

The HR department evaluates:

- Current workforce availability.
- Existing employee workload.
- Budget availability.
- Required competencies.
- Position urgency.
- Departmental priorities.

After obtaining approval from senior management, recruitment activities begin.

This flexible approach enables the organization to respond quickly to changing market conditions while maintaining operational efficiency.

4.4 Recruitment Policy

Recruitment policy refers to the principles, guidelines, and procedures that govern employee recruitment within an organization. A well-defined recruitment policy promotes transparency, fairness, equal opportunity, and consistency throughout the hiring process. Although Classroom Bangladesh operates as a startup organization, it follows several recruitment principles that ensure qualified candidates are selected based on organizational requirements rather than personal preferences. The major recruitment principles observed during my internship include:

Merit-Based Recruitment: Candidates are evaluated primarily based on qualifications, technical skills, relevant experience, communication ability, and overall suitability for the position.

Equal Employment Opportunity: The organization encourages applications from all qualified candidates without discrimination based on gender, religion, ethnicity, or social background.

Transparency: Job requirements, responsibilities, qualifications, and recruitment procedures are clearly communicated through job advertisements and interview invitations.

Organizational Fit: Besides technical competence, the organization also evaluates whether candidates can adapt to the startup environment, collaborate effectively, and support organizational values.

Cost-Effective Recruitment: Since Classroom Bangladesh is a growing startup, recruitment methods are selected based on both effectiveness and cost efficiency.

Table 4.1 Recruitment Policy at Classroom Bangladesh

Policy Area	Organizational Practice
Recruitment Philosophy	Merit-based hiring
Equal Opportunity	Encouraged
Internal Recruitment	Limited
External Recruitment	Frequently used
Digital Recruitment	Highly emphasized
Interview Method	Structured
Selection Decision	HR and Department Head
Documentation	Mandatory
Offer Letter	Issued after final approval

4.5 Job Analysis

4.5.1 Concept of Job Analysis

Job analysis is the systematic process of collecting and evaluating information regarding job duties, responsibilities, required qualifications, working conditions, and competencies necessary to perform a particular job successfully. Job analysis forms the foundation of recruitment because it helps HR professionals prepare accurate Job Descriptions (JD) and Job Specifications (JS), which guide the recruitment and selection process.

4.5.2 Job Description

A Job Description is a written document that clearly outlines the responsibilities, duties, reporting relationships, working conditions, and key tasks associated with a specific position. Before advertising vacancies, the HR department prepares or updates the Job Description in consultation with departmental supervisors.

Typical contents include:

- Job Title
- Department
- Reporting Manager
- Job Responsibilities
- Required Skills
- Employment Type
- Working Hours
- Salary Range (where applicable)

4.5.3 Job Specification

Job Specification defines the minimum qualifications and competencies required from applicants.

Typical requirements include:

- Educational Qualification
- Relevant Experience
- Technical Skills
- Communication Ability
- Computer Literacy
- Teamwork
- Leadership Potential
- Problem-Solving Ability

These specifications assist HR personnel in screening applications efficiently.

4.6 Sources of Recruitment

During my internship, I observed that Classroom Bangladesh uses both internal and external recruitment sources.

Internal Sources

- Employee promotion
- Employee transfer
- Internal recommendation
- Internship conversion

Advantages include:

- Lower cost
- Faster hiring
- Employee motivation
- Better retention

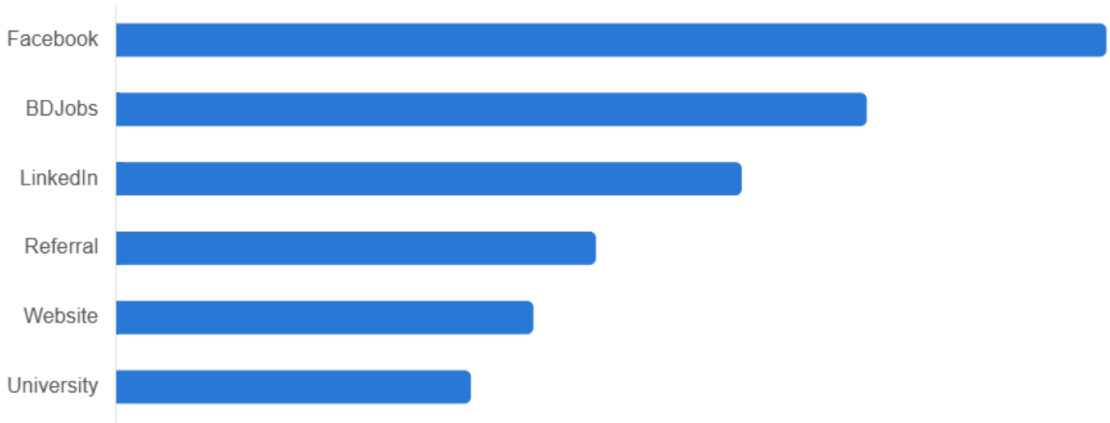
External Sources

The organization primarily depends on external recruitment because of its continuous expansion.

Major sources include:

- Facebook
- LinkedIn
- BDJobs
- Company Website
- Employee Referrals
- University Career Services

Figure 4.3 Major Recruitment Sources



4.7 Recruitment Process at Classroom Bangladesh

Recruitment is one of the most critical functions of the Human Resource Department, as it directly determines whether the organization can secure competent employees capable of achieving its business objectives. During my internship, I had the opportunity to closely observe in several cases directly assist with the recruitment process practiced at Classroom Bangladesh. Although the organization operates as a startup with a relatively lean HR team, it follows a structured twelve-step recruitment workflow that balances efficiency with fairness and transparency. The HR Department coordinates closely with departmental managers at every stage, ensuring that recruitment decisions reflect actual business needs rather than being conducted in isolation. The complete recruitment process followed at Classroom Bangladesh is presented below.

Step 1: Identification of Vacancy The process begins when a department head identifies a genuine need for additional manpower. At Classroom Bangladesh, this need typically arises from business expansion (such as the launch of a new training program), the start of a new project, an employee's resignation or promotion, an unusually high workload, or the need to replace an underperforming employee. Once identified, the concerned department formally communicates the requirement to the HR Department, usually through a short internal note or verbal request followed by written confirmation.

Step 2: Manpower Requisition The departmental supervisor then submits a formal manpower requisition to HR, specifying the position title, department, number of vacancies, required qualifications and experience, expected joining date, and the justification for the request. During my internship, I assisted in reviewing a few such requisitions to check whether the stated qualifications matched the actual nature of the role before forwarding them for approval.

Step 3: Recruitment Approval Senior management reviews each requisition against the organization's budget, current workforce strength, departmental priorities, and future expansion plans before granting approval. Only after this approval does HR officially open the recruitment process a control mechanism that helps the organization avoid unnecessary hiring costs, which is particularly important for a resource-constrained startup.

Step 4: Job Analysis and Vacancy Preparation Once approved, HR conducts a job analysis to prepare a clear Job Description (JD) and Job Specification (JS), outlining responsibilities, required qualifications, skills and competencies, employment type, salary range (where applicable), and the application deadline. I observed that well-drafted JDs significantly reduced the number of irrelevant applications received in later stages, saving considerable screening time.

Step 5: Publishing Job Advertisement The finalized vacancy is then advertised through the organization's preferred recruitment channels primarily Facebook, LinkedIn, the company website, BDJobs, university career centers, and employee referrals. Social media

platforms, particularly Facebook and LinkedIn, were the most frequently used channels during my internship period due to their wide reach among fresh graduates and young professionals, and their relatively low cost compared to traditional job portals.

Step 6: Receiving Applications Interested candidates submit their resumes/CVs, cover letters (where required), academic certificates, and for technical roles portfolios or work samples, typically via email or an online application form. All applications received during my internship were logged and organized in a shared recruitment tracker, which allowed HR to monitor application volume and screening status in real time.

Step 7: Resume Screening HR screens applications against the job requirements, evaluating educational background, relevant experience, technical skills, certifications, and overall job relevance. I directly participated in this stage for a few open positions, shortlisting candidates based on a checklist aligned with the JD, which helped standardize the screening process and reduce subjective bias.

Step 8: Interview Scheduling Shortlisted candidates are then contacted by phone, email, or SMS to schedule interviews, with communication specifying the date, time, location (or video call link), required documents, and any specific instructions. I assisted in coordinating interview schedules and confirming candidate availability, which gave me practical exposure to managing multiple stakeholders' candidates, interviewers, and department heads simultaneously.

Step 9: Conducting Interviews Depending on the position, candidates go through an HR interview, a technical interview, or a practical assessment (particularly for roles in academic training, IT, or marketing). Interviewers assess not only technical knowledge but also communication skills, confidence, problem-solving ability, teamwork orientation, and alignment with career objectives. I attended several interview sessions as an observer, which helped me understand how interview panels balance technical competency with cultural fit in a startup environment.

Step 10: Final Selection Following the interviews, the panel evaluates each candidate holistically considering interview performance, educational background, experience, technical competency, and organizational fit before HR compiles a final selection report for management's approval. I was directly involved in preparing this report for a few recruitment cycles, which forms a key part of the analysis presented in the following chapter.

Step 11: Job Offer Once management approves the final selection, HR issues an official job offer specifying the designation, department, salary, working hours, joining date, employment conditions, and probation period. The candidate is required to formally confirm acceptance before proceeding to the next stage.

Step 12: Joining and Onboarding The recruitment cycle concludes with onboarding, during which the new employee completes document verification, signs the appointment letter, finishes joining formalities, and goes through a brief orientation and department introduction. This final step is designed to help new employees integrate smoothly into the organization's culture and understand their role within the broader team.

Figure 4.4: Recruitment Process at Classroom Bangladesh



Overall, this all step process reflects a recruitment system that is structured enough to maintain consistency and fairness, yet flexible enough to suit the pace and resource constraints of a growing EdTech startup.

4.8 Digital Recruitment Practices

One of the strengths of Classroom Bangladesh is its digital recruitment strategy.

The HR department regularly publishes vacancies on:

- Facebook Business Page
- LinkedIn
- Online Job Portals
- Official Website

Advantages include:

- Wider audience
- Faster response
- Lower recruitment cost
- Better employer branding
- Easy communication

Digital recruitment has become especially effective for attracting young professionals and fresh graduates.

4.9 Resume Screening Process

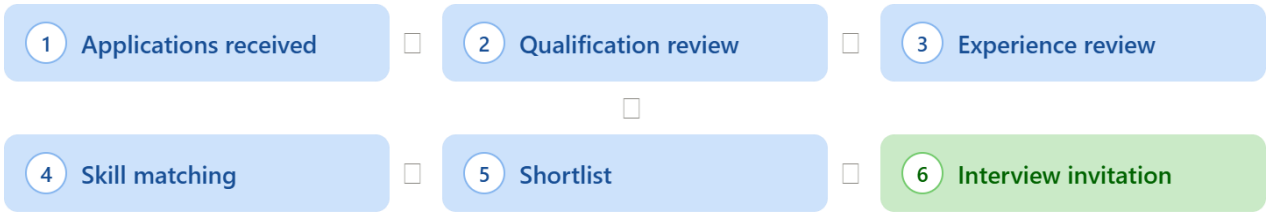
After receiving applications, HR begins the screening process.

Each resume is evaluated according to:

- Educational background
- Experience
- Relevant skills
- Software proficiency
- Communication ability
- Portfolio (where applicable)

Only candidates meeting the minimum criteria are shortlisted.

Figure 4.5 Resume Screening Workflow



4.10 Selection Process at Classroom Bangladesh

While recruitment focuses on attracting a pool of applicants, selection is the process of choosing the most suitable candidate from among them one who possesses the knowledge, skills, abilities, and attitude required to perform the role effectively. At Classroom Bangladesh, I observed that selection is treated as a distinct, merit-based process that follows recruitment, with HR and departmental supervisors jointly evaluating candidates through several structured stages before a final hiring decision is made. The major stages of the selection process are discussed below.

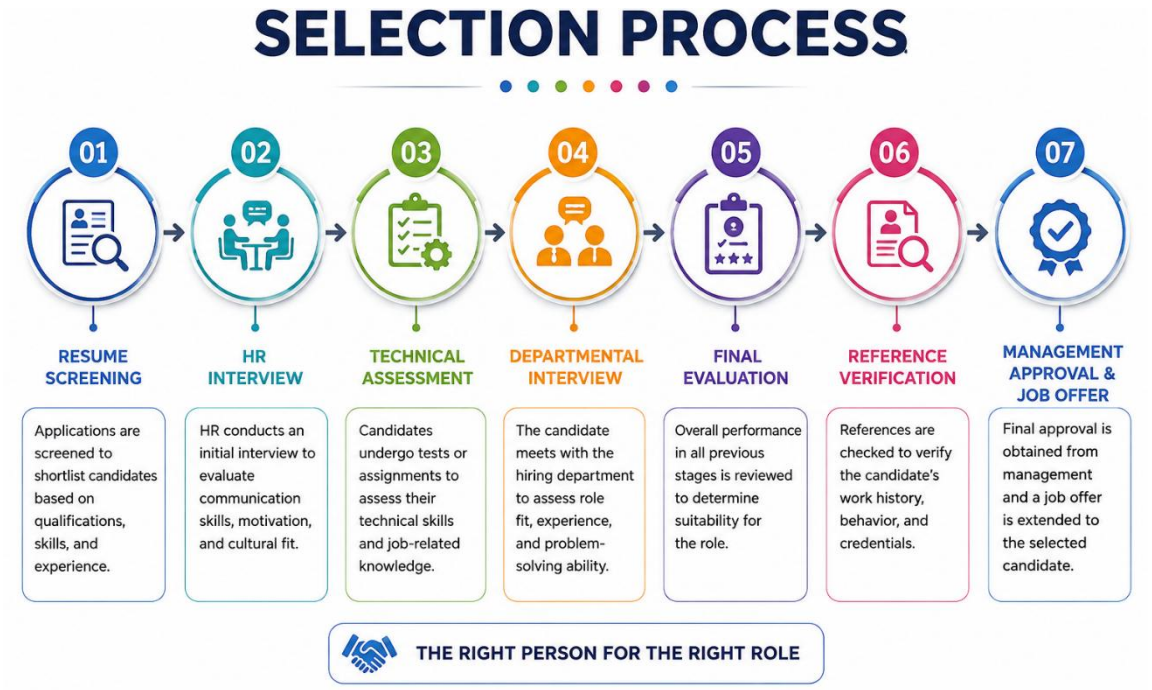


Figure 4.6: Selection Process at Classroom Bangladesh

Initial Screening: Once resumes have been screened, only candidates who meet the minimum qualification and experience criteria specified in the job description move forward. During my internship, I noticed that this stage acted as an important filter for one marketing executive vacancy, roughly a third of applicants were excluded at this point for not meeting the minimum experience requirement, which considerably narrowed the pool for the next stages.

HR Interview: The HR interview is typically the first formal interview and is conducted by the HR team itself, before candidates meet the hiring department. Its purpose is less about technical depth and more about assessing communication ability, personality, career objectives, professional attitude, and overall cultural fit with the organization. I sat in on several of these interviews and noted that HR paid particular attention to how candidates spoke about teamwork and adaptability, given the fast-paced, cross-functional nature of a startup environment.

Technical Assessment: Depending on the role, candidates may be asked to complete a practical task that demonstrates job-relevant competence rather than relying on interview answers alone. Examples I observed or was informed of during my internship included a graphic design task for a design-role applicant, a short content writing assignment for a content position, a basic campaign-planning exercise for digital marketing candidates, and a small coding test for an IT applicant. These tasks gave the hiring team tangible work samples to evaluate rather than relying solely on self-reported skills.

Departmental Interview: After the technical assessment, candidates meet with the relevant departmental manager, who evaluates job-specific knowledge and practical competencies more closely than the HR interview does. This is where the hiring department assesses whether the candidate can realistically handle day-to-day responsibilities for instance, whether a prospective trainer can explain a concept clearly, or whether a marketing candidate understands basic campaign metrics.

Final Evaluation: Once all stages are complete, the interview panel typically comprising HR and the concerned department head discusses each candidate's overall performance rather than relying on any single stage in isolation. Factors weighed include educational background, relevant experience, technical competency, interview performance, communication ability, problem-solving skills, professional attitude, and organizational fit. I assisted in compiling evaluation notes from multiple panel members for a few recruitment cycles, which helped me understand how subjective interview impressions are reconciled with more objective criteria like test scores and qualifications.

Reference Verification: For experienced hires or senior-level positions, HR verifies the candidate's previous employment details and professional references before finalizing the appointment a step aimed at reducing the risk of hiring based on inaccurate or exaggerated work history.

Selection Decision: Once evaluation is complete, HR prepares a final selection report and submits it to management for approval. Successful candidates then receive a formal job offer, while unsuccessful applicants are generally informed of the outcome, which I observed reflects the organization's effort to maintain professionalism and a positive candidate experience even for those not selected.

Overall, this multi-stage selection process allows Classroom Bangladesh to evaluate candidates from several angles attitude, technical ability, departmental fit, and background helping ensure that hiring decisions are balanced rather than based on a single impression.

4.11 Interview Process

The interview process at Classroom Bangladesh is designed to identify candidates who possess the required qualifications, technical skills, communication abilities, and organizational fit. After the resume screening stage, shortlisted candidates are invited for an interview through phone calls or email. The interview usually consists of an HR interview followed by a departmental or technical interview, depending on the position. During the HR interview, candidates are assessed based on their communication skills, attitude, career goals, and overall personality. The technical interview focuses on evaluating the candidate's job-related knowledge, practical skills, and ability to perform the assigned responsibilities.



Figure 4.7: Interview Process

After completing the interview process, the interview panel evaluates each candidate's performance and selects the most suitable individual for the position. Successful candidates are then contacted by the HR department and informed about the job offer, joining date, and other employment formalities. The interview process helps ensure that the organization recruits qualified individuals who can contribute effectively to achieving its goals.

4.12 Selection Criteria

Selection criteria are the predetermined standards used by an organization to evaluate applicants and identify the most suitable candidate for a vacant position. These criteria help ensure that recruitment decisions are objective, transparent, and aligned with organizational requirements. During my internship at Classroom Bangladesh, I observed that the HR Department follows a competency-based approach while selecting employees. Instead of relying solely on academic qualifications, the organization evaluates candidates based on a combination of technical competencies, professional behavior, communication skills, and cultural fit. The major selection criteria observed during my internship are discussed below.

Educational Qualification: The educational background of applicants is evaluated to ensure that they possess the minimum academic qualifications required for the position. Candidates with relevant educational backgrounds receive preference during the screening process.

Relevant Experience: Candidates with previous work experience in similar positions are generally preferred because they can adapt more quickly to organizational responsibilities. However, for entry-level positions, fresh graduates with internship experience and strong academic performance are also considered.

Technical Competency: Technical skills are assessed according to the nature of the job. For example, applicants for digital marketing positions are expected to possess knowledge of social media marketing, SEO, and online advertising, while software development candidates are evaluated based on programming skills and technical expertise.

Communication Skills: Effective communication is essential for almost every position within the organization. Candidates are evaluated on their ability to communicate clearly, confidently, and professionally during interviews.

Problem-Solving Ability: Interviewers evaluate candidates' analytical thinking and problem-solving capabilities by asking situational and behavioral questions. This helps determine how candidates respond to workplace challenges.

Adaptability: Because Classroom Bangladesh is a startup organization, employees frequently work on multiple projects simultaneously. Therefore, candidates who demonstrate flexibility, willingness to learn, and the ability to adapt to changing circumstances receive greater consideration.

Teamwork: Most organizational activities require collaboration among different departments. Therefore, the ability to work effectively with colleagues is considered an important selection criterion.

Professional Attitude: Professional ethics, punctuality, responsibility, confidence, positive attitude, and commitment are evaluated throughout the recruitment process.

4.13 Appointment Process

The appointment process begins once a candidate has successfully cleared both the recruitment and selection stages. It is the formal procedure through which a selected candidate is offered employment and officially becomes a member of the organization. At Classroom Bangladesh, the HR Department manages all appointment-related formalities, ensuring that each new hire is brought on board in a way that is transparent, professional, and consistent with organizational policy. The appointment process generally follows these stages.

Job Offer Once management gives final approval, HR contacts the selected candidate typically by phone followed by a written offer to communicate the terms of employment, including designation, salary, department, reporting manager, probation period, office hours, and expected joining date. During my internship, I observed that HR was careful to present this information clearly upfront, which helped avoid misunderstandings later in the onboarding process.

Acceptance of Offer The candidate reviews the offer and formally communicates their acceptance, usually via email or a signed acknowledgment. In a few cases I observed, candidates requested minor adjustments to the joining date or a short negotiation on salary before confirming requests that HR relayed to management for a final decision.

Document Verification Upon acceptance, the candidate submits supporting documents, including academic certificates, National ID card, passport-size photographs, an updated resume, experience certificates (where applicable), and reference details. HR verifies these documents for authenticity and completeness before proceeding a step I assisted with for a few new hires, cross-checking submitted certificates against the qualifications stated in the candidate's resume.

Issuing Appointment Letter Once documents are verified, the organization issues a formal appointment letter outlining the terms and conditions of employment responsibilities, reporting structure, salary and benefits, and relevant organizational policies. This letter serves as the official employment contract between the candidate and Classroom Bangladesh.

Joining Confirmation Finally, the employee confirms their joining date and completes any remaining administrative formalities, after which they officially begin employment and proceed to the onboarding stage.

Overall, this process reflects the organization's effort to maintain transparency and professionalism at the point of hiring, while also creating a positive first impression that supports smoother onboarding and early employee engagement a factor that, as discussed in later chapters, has direct implications for retention.

4.14 Onboarding Process

The onboarding process begins after a candidate accepts the job offer. The HR department completes the necessary documentation, including collecting required documents and preparing the appointment letter. New employees are introduced to the organization's policies, rules, work environment, and their respective departments. They also receive an orientation about their job responsibilities, reporting structure, and workplace expectations. This process helps new employees adjust quickly and start their roles smoothly within the organization.

Figure 4.8: Employee Onboarding



4.14 Comparison of Recruitment Practices with HRM Theory

Human Resource Management literature recommends that organizations follow a structured recruitment and selection process to ensure fairness, transparency, and organizational effectiveness. During my internship, I compared the actual recruitment practices of Classroom Bangladesh with established HRM theories and found that the organization's practices are generally consistent with theoretical principles, although there are opportunities for further improvement. The comparison is presented below.

Table 4.2 Comparison between HRM Theory and Classroom Bangladesh Practices

HRM Theory	Practice at Classroom Bangladesh	Evaluation
Human Resource Planning	Recruitment begins after manpower requirement is identified.	Consistent
Job Analysis	Job descriptions and specifications are prepared before recruitment.	Consistent
Recruitment Sources	Multiple digital recruitment channels are used.	Highly Effective

HRM Theory	Practice at Classroom Bangladesh	Evaluation
Equal Employment Opportunity	Candidates are treated equally during recruitment.	Consistent
Merit-Based Selection	Selection is based on qualifications and interview performance.	Consistent
Structured Interviews	HR and departmental interviews are conducted systematically.	Effective
Employee Documentation	Recruitment records are maintained properly.	Effective
Orientation Program	Newly recruited employees receive orientation.	Effective
Use of HR Technology	Mostly manual recruitment system.	Needs Improvement
Recruitment Evaluation	Limited formal recruitment performance analysis.	Needs Improvement

The comparison indicates that Classroom Bangladesh has successfully adopted many standard Human Resource Management practices despite being a relatively young startup organization. However, implementing advanced HR technologies and systematic recruitment evaluation methods could further improve recruitment efficiency.

4.15 Best Practices in Recruitment and Selection

During my internship, I identified several recruitment practices that contribute positively to the effectiveness of the Human Resource Department.

Digital Recruitment Strategy: The organization utilizes digital platforms extensively, enabling rapid communication with potential candidates while reducing recruitment costs.

Transparent Recruitment Process: Recruitment activities are conducted systematically, and candidates receive clear information regarding job requirements, interview schedules, and recruitment procedures.

Collaborative Decision-Making: The HR department works closely with departmental managers throughout the recruitment process. This collaboration improves hiring quality by ensuring that both technical and organizational requirements are considered.

Candidate-Friendly Communication: Candidates receive timely communication throughout the recruitment process. Prompt responses improve candidate experience and strengthen the organization's employer image.

Practical Skill Evaluation: For technical positions, candidates are often assessed through practical assignments or technical interviews rather than relying solely on academic qualifications.

Employee Orientation: New employees receive orientation regarding organizational policies, work culture, and departmental responsibilities, facilitating smoother integration into the organization.

Continuous Improvement: The HR department regularly reviews recruitment experiences and adapts recruitment methods according to organizational requirements and market conditions.

4.16 SWOT Analysis of the Recruitment and Selection System

SWOT analysis provides a structured framework for evaluating the internal strengths and weaknesses of the recruitment system while identifying external opportunities and threats that may influence recruitment effectiveness.

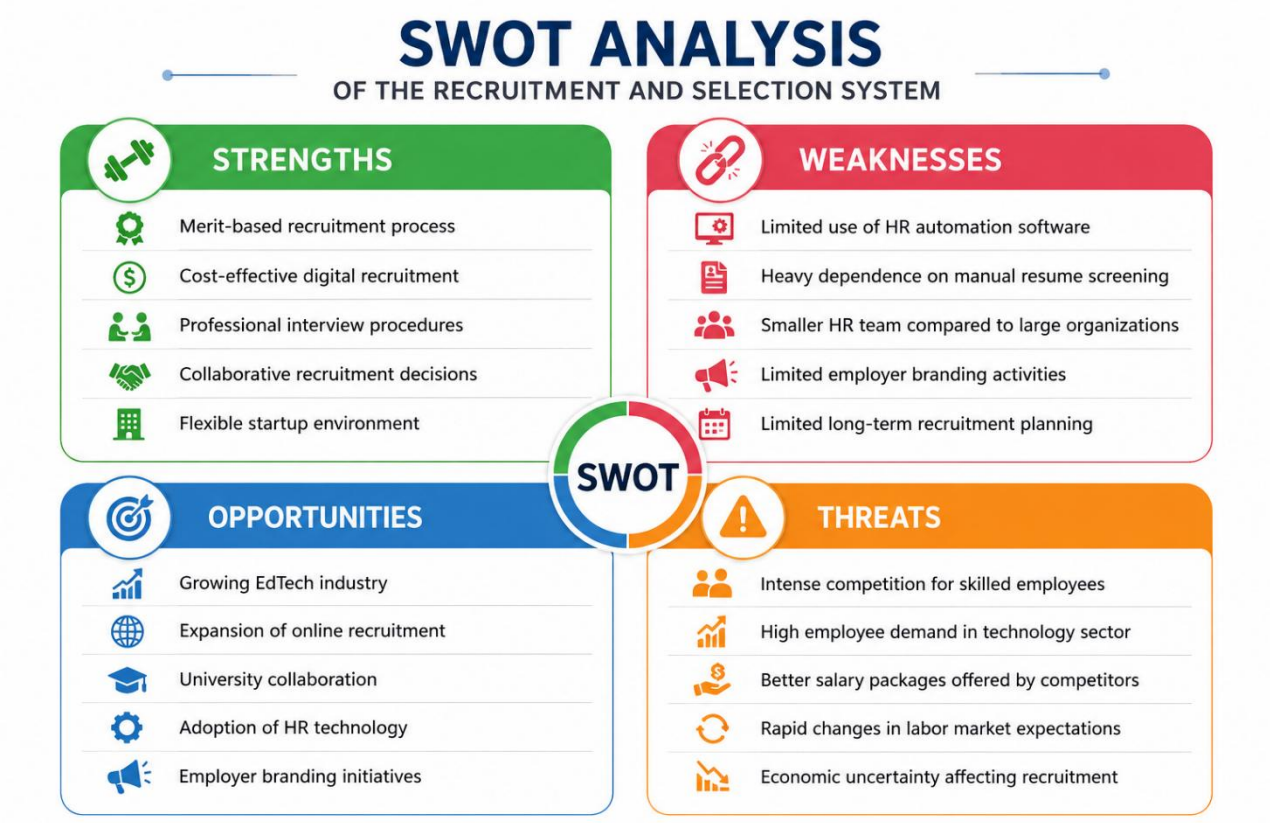


Figure 4.9: SWOT Analysis of the Recruitment and Selection System

The SWOT analysis indicates that Classroom Bangladesh possesses several strengths, particularly in digital recruitment, collaborative hiring, and merit-based selection. However, introducing HR technology, strengthening employer branding, and expanding workforce planning would further enhance recruitment efficiency. The growing EdTech sector provides excellent opportunities for talent acquisition, although competition for skilled professionals remains a significant challenge.

CHAPTER-FIVE: ANALYSIS AND FINDINGS

5.1 Analysis Overview

This chapter presents a comprehensive analysis of the recruitment and selection practices followed by Classroom Bangladesh based on my internship observations and practical experience. The purpose of this chapter is not only to describe the recruitment system but also to evaluate its effectiveness by comparing practical implementation with Human Resource Management principles. The analysis identifies the strengths and weaknesses of the existing recruitment process and highlights areas that require further improvement. As an emerging EdTech startup, Classroom Bangladesh operates in a competitive environment where attracting and retaining qualified employees is essential for organizational growth. Therefore, understanding the effectiveness of its recruitment and selection system is important for improving workforce quality and organizational performance.

The chapter includes an analysis of human resource planning, recruitment sources, selection procedures, interview practices, onboarding activities, SWOT analysis, gap analysis, internship findings, and personal learning gained throughout the internship period.

5.2 Analysis of Recruitment and Selection Practices

The recruitment and selection practices of Classroom Bangladesh were analyzed based on my observations during the internship. Each major HR activity is discussed separately to evaluate its effectiveness and identify opportunities for improvement.

5.2.1 Analysis of Human Resource Planning

Human Resource Planning (HRP) is the foundation of an effective recruitment system because it determines future workforce requirements and ensures that suitable employees are available when needed. During my internship, I observed that Classroom Bangladesh performs manpower planning according to business needs rather than following a fixed annual recruitment plan. The HR department communicates regularly with departmental managers to identify manpower shortages resulting from business expansion, employee resignation, or increased workload. This collaborative planning process enables the organization to respond quickly to changing business requirements. Since the organization operates as a startup, flexibility in manpower planning is essential for maintaining operational efficiency.

However, I also observed that long-term workforce forecasting could be improved. Developing annual manpower plans and succession planning strategies would enable the organization to anticipate future staffing needs more effectively rather than relying primarily on immediate recruitment requirements. Overall, the human resource planning process is practical and responsive but would benefit from a more strategic and long-term planning approach.

5.2.2 Analysis of Recruitment Practices

Recruitment is one of the most important functions of Human Resource Management because organizational success largely depends on hiring qualified and competent employees. During my internship, I observed that Classroom Bangladesh follows a structured recruitment process that begins with identifying manpower requirements and ends with employee onboarding. The recruitment activities are coordinated by the Human Resource Department in collaboration with departmental managers. Before initiating recruitment, the HR department identifies workforce requirements, prepares job descriptions and job specifications, obtains management approval, and publishes job advertisements through different online platforms. One notable characteristic of Classroom Bangladesh's recruitment system is its extensive use of digital recruitment channels. Since the organization operates as a technology-based startup, most vacancies are advertised through Facebook, LinkedIn, online job portals, and the company's official website. This digital approach enables the organization to reach a large number of potential candidates within a short period while minimizing recruitment costs.

Another positive aspect observed during the internship was the flexibility of the recruitment process. The organization can quickly respond to changing manpower requirements without lengthy bureaucratic procedures. This flexibility is particularly beneficial for startups where staffing needs frequently change due to business expansion and project demands. However, I also observed that the organization relies heavily on external recruitment. Although this approach increases the availability of potential candidates, greater emphasis on internal recruitment and employee development could improve employee motivation and retention.

5.2.3 Analysis of Selection Practices

The selection process at Classroom Bangladesh is designed to identify candidates who possess the necessary qualifications, technical competencies, communication skills, and organizational fit. The selection procedure generally includes resume screening, HR interviews, technical interviews (when applicable), and final management approval. During resume screening, candidates are evaluated based on their educational qualifications, work experience, technical knowledge, relevant certifications, and communication abilities. Shortlisted applicants are then invited for interviews.

The interview process focuses not only on academic qualifications but also on behavioral competencies such as teamwork, adaptability, professionalism, learning ability, and communication skills. This competency-based approach enables the organization to recruit employees who can contribute effectively in a dynamic startup environment. Although the selection process is systematic, I observed that interview evaluation sometimes depends on individual interviewer judgment. The use of standardized interview evaluation forms and competency-based scoring systems could further improve fairness and consistency in employee selection.

5.2.4 Analysis of Digital Recruitment Strategy

One of the strongest aspects of Classroom Bangladesh's recruitment system is its digital recruitment strategy. The organization effectively utilizes various online platforms to communicate job opportunities and attract qualified candidates. The increasing popularity of social media has significantly influenced recruitment practices in Bangladesh. Classroom Bangladesh has successfully adopted this trend by using Facebook and LinkedIn to reach fresh graduates and experienced professionals. The digital recruitment approach offers several advantages:

- Reduces recruitment costs.
- Speeds up the hiring process.
- Reaches a larger applicant pool.
- Enhances employer visibility.
- Simplifies communication with applicants.

5.2.5 Analysis of the Interview Process

Interviews are one of the most important components of employee selection because they allow recruiters to evaluate candidates beyond academic qualifications. During my internship, I observed that interview sessions were conducted professionally and respectfully. Interviewers assessed communication skills, technical knowledge, confidence, personality, and problem-solving ability while encouraging candidates to participate openly in discussions. This approach enabled the organization to identify candidates who possessed both technical competencies and positive professional attitudes. Although the interview process was effective, incorporating structured behavioral interview techniques and standardized evaluation forms would improve objectivity and comparability between candidates

5.2.6 Analysis of the Onboarding Process

The onboarding process is designed to help newly recruited employees become familiar with organizational policies, work culture, and job responsibilities. During my internship, I observed that Classroom Bangladesh provides orientation sessions, completes joining documentation, and introduces employees to their departments before assigning regular responsibilities. This structured onboarding process reduces employee anxiety, accelerates organizational integration, and improves productivity. However, implementing formal onboarding schedules and regular probation performance reviews would further strengthen employee development.

5.3 Gap Analysis

Gap analysis compares the organization's existing recruitment practices with recommended Human Resource Management standards.

Table 5.1 Gap Analysis

Current Practice	Best HR Practice	Identified Gap
Manual resume screening	Automated ATS	Technology gap
Limited branding	Strong employer branding	Marketing gap
Basic interview evaluation	Competency-based scorecards	Assessment gap
Short-term manpower planning	Strategic HR planning	Planning gap
Limited recruitment analytics	KPI-based recruitment	Performance evaluation gap

5.4 Findings of the Study

Based on my internship experience, direct observations, and analysis of the recruitment and selection practices at Classroom Bangladesh, the following key findings emerged. Together, they highlight the strengths of the organization's current recruitment system as well as specific areas where improvement could enhance its overall effectiveness.

Finding 1: Recruitment is Primarily Merit-Based: Candidates at Classroom Bangladesh are evaluated on educational qualifications, technical competencies, communication skills, and interview performance rather than personal connections. Across the recruitment cycles I observed, hiring decisions were consistently backed by documented evaluation criteria, which minimized the influence of bias or favoritism and supported fair, competency-driven hiring.

Finding 2: Extensive Use of Digital Recruitment Platforms: The organization relies heavily on Facebook, LinkedIn, BDJobs, and its own website to reach applicants. This digital-first approach a natural extension of its parent company FutureNet Technology's digital expertise allows HR to reach a large pool of candidates quickly and at low cost, making it one of the organization's clearest recruitment strengths.

Finding 3: Effective Coordination Between HR and Departments: Departmental managers are actively involved throughout the process from identifying manpower needs and drafting job descriptions to conducting interviews and finalizing hiring decisions. This close HR–department collaboration, which I directly witnessed during requisition reviews and interview scheduling, improves the relevance and quality of hiring outcomes.

Finding 4: Well-Organized Recruitment Documentation Job applications, interview schedules, evaluation forms, and appointment letters are maintained systematically, largely through a shared recruitment tracker. This organized documentation improves administrative efficiency and provides a reliable reference for future recruitment cycles.

Finding 5: Structured Interview Process Interviews follow a consistent structure, evaluating candidates against predefined criteria such as communication skills, technical knowledge, confidence, and problem-solving ability. This structured, professional format allows candidates to fairly demonstrate their competencies while giving interviewers a clear basis for comparison.

Finding 6: Manual Resume Screening Increases Workload Despite an organized process, resume screening remains largely manual. With digital channels generating a high volume of applications, HR staff spend considerable time reviewing resumes individually a bottleneck that the absence of an Applicant Tracking System (ATS) makes more pronounced, particularly during high-volume hiring periods.

Finding 7: Employer Branding Requires Further Development Compared to larger, more established organizations, Classroom Bangladesh's employer branding efforts such as career pages, employee testimonials, and university career-fair participation remain relatively limited. Strengthening these areas could improve visibility and help attract a larger pool of qualified candidates.

Finding 8: Startup Culture Supports Fast Decision-Making The organization's flat structure allows recruitment decisions to move quickly, without the multiple approval layers typical of larger companies. This agility enables Classroom Bangladesh to respond promptly to urgent staffing needs and maintain operational continuity during periods of rapid growth.

Finding 9: Employee Onboarding Supports Organizational Integration The onboarding process effectively familiarizes new employees with organizational policies, departmental responsibilities, and reporting structures, helping them adapt to their roles more quickly and reducing early-stage uncertainty.

Finding 10: Limited Use of HR Technology Recruitment activities still rely primarily on manual processes and conventional office software rather than modern HR technologies such as ATS platforms, AI-assisted screening, or recruitment analytics. Greater adoption of these tools could meaningfully reduce administrative workload and improve efficiency.

Finding 11: Continuous Learning Culture The organization actively encourages employees to build new skills through practical learning, teamwork, and ongoing guidance from supervisors. This supportive learning environment appears to positively influence employee motivation and long-term development.

Finding 12: Recruitment Practices Support Organizational Growth Overall, the recruitment and selection practices observed during my internship effectively support Classroom Bangladesh's growth objectives. Despite the resource constraints typical of a startup, the HR department consistently attracts qualified candidates, upholds fair recruitment procedures, and contributes meaningfully to building a capable, growing workforce.

CHAPTER-SIX: RECOMMENDATIONS AND CONCLUSION

6.1 Recommendations

Based on the findings of this internship study, the following recommendations are proposed to help Classroom Bangladesh further strengthen its recruitment and selection practices.

1. **Implement an ATS:** Use an ATS to manage applications and resumes easily.
2. **Improve Employer Branding:** Share company activities and job opportunities on social media.
3. **Improve HR Planning:** Prepare a yearly plan for future hiring needs.
4. **Use Structured Interviews:** Use standard questions to evaluate candidates fairly.
5. **Work with Universities:** Build partnerships with universities to recruit fresh graduates.
6. **Track Recruitment KPIs:** Measure recruitment performance using simple HR indicators.
7. **Improve Employee Referrals:** Encourage employees to recommend suitable candidates.
8. **Use Digital Recruitment Tools:** Use online tests, virtual interviews, and automated scheduling.
9. **Train HR Employees:** Provide regular training on recruitment and HR practices.
10. **Ensure Equal Opportunity:** Give fair recruitment opportunities to all qualified candidates.

6.2 Conclusion

The internship at Classroom Bangladesh provided me with an excellent opportunity to bridge the gap between academic knowledge and professional practice. Throughout the internship, I gained practical experience in various Human Resource functions, particularly recruitment and selection, which enabled me to understand the importance of strategic human resource management in organizational success. The study found that Classroom Bangladesh follows a structured, transparent, and merit-based recruitment process that supports the organization's objective of attracting qualified and capable employees. The Human Resource Department effectively utilizes digital recruitment platforms, structured interviews, collaborative decision-making, and organized documentation to ensure efficient hiring. These practices have contributed positively to workforce quality and organizational development.

However, the study also identified several opportunities for further improvement. The implementation of modern HR technologies, stronger employer branding, strategic workforce planning, competency-based interviews, and recruitment performance measurement would significantly enhance the effectiveness and efficiency of the organization's recruitment system. From a personal perspective, the internship strengthened my professional communication, analytical thinking, organizational skills, teamwork, and understanding of workplace ethics. It allowed me to experience the practical challenges faced by HR professionals while developing confidence in handling real organizational responsibilities. Overall, this internship has been a valuable learning experience that has enhanced both my academic understanding and professional competence. The knowledge and practical skills gained during this period will serve as a strong foundation for my future career in Human Resource Management. I firmly believe that effective recruitment and selection remain fundamental to building a productive workforce, achieving organizational excellence, and ensuring sustainable business growth in today's competitive business environment.

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