

Thesis Report
On
Human Resource Management Practices in
Bangladesh: A Case Study on Pran-RFL Group.

Submitted By:

Name: Tapasya Suryea Madhabi

ID: RMBA2001019002

Program: RMBA

Major: HRM

Department of Business Administration
Sonargaon University (SU)

Submitted To

Department of Business Administration
Sonargaon University (SU)

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



Sonargaon University (SU)

Dhaka-1215

Date of Submission: 5th May-2021

Thesis Report On

Human Resource Management Practices in Bangladesh: A Case Study on Pran-RFL Group.

Submitted By:

Name: Tapasy Suryea Madhabi

ID: RMBA2001019002

Program: RMBA

Major: HRM

Department of Business Administration
Sonargaon University (SU)

Submitted To:

Farjana Yeasmin Chowdhury

Lecturer

Department of Business Administration
Sonargaon University (SU)

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



Sonargaon University (SU)

Dhaka-1215

Date of Submission: 5th May-2021

Letter of Transmittal

5th May, 2021

Farjana Yeasmin Chowdhury

Lecturer

Department of Business Administration

Sonargaon University (SU)

Subject: Submission of Thesis report.

Dear Sir,

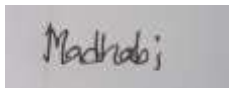
With humble honor and respect, I am submitting my internship report on “**Human Resource Management Practices in Bangladesh: A Case Study on Pran-RFL Group.**” As per partial accomplishment of the requirements for the MBA degree, this thesis has been carried out under the supervision.

This report is an integral part of our academic courses in completion of the **RMBA** program which has given me the opportunity to have an insight into Recruitment & Selection practices Sector of Bangladesh specially real scenario of **PRAN-RFL group** hope this report reflects on the contemporary issues on the (Major Area) that are being practiced by organizations in our country.

In completing the report, I tried my best to blend all my knowledge and imparted every available detail and also attempted to avoid unnecessary amplification of the report.

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

Sincerely,



Tapasya Suryea Madhabi

ID: RMBA2001019002

Department of Business Administration

Sonargaon University (SU)

Acknowledgement

I would like to mention some people with due respect and honor who assisted us, without any hesitation to complete our Internship report within the due time. Therefore, I would like to thank them all from the bottom of my hearts.

In this procedure, at first I would like to thank All Mighty Allah for making it possible for us to complete our work properly within the given time. Most importantly I would like to thank my Internship Supervisor **Farjana Yeasmin Chowdhury**, who was always ready to guide me and solved all the difficulties that I faced during preparing my internship of the report.

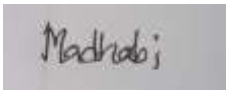
Most importantly, I would also like to thank Mohsin Ali (Human Resource Manager) and other members who helped me by providing informative instructions. Without their help this project would have been difficult to complete.

Tapasy Suryea Madhabi
ID: RMBA2001019002
Department of Business Administration
Sonargaon University (SU)

Student Declaration

I, Tapasy Suryea Madhabi, a student of Regular Master of Business Administration, bearing ID No RMBA-2001019002 from Sonargaon University would like to solemnly declare here that this report on: **“Human Resource Management Practices in Bangladesh: A Case Study on Pran-RFL Group”** has been authentically prepared by me. While preparing this report, I didn't breach any copyright act internationally. I further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate.

Sincerely Yours

A rectangular box containing a handwritten signature in black ink that reads "Madhabi".

.....
Name: Tapasy Suryea Madhabi
ID: RMBA-2001019002
Program: RMBA

Letter of Authorization

Certified that this project report titled “**Human Resource Management Practices in Bangladesh: A Case Study on Pran-RFL Group**” is the bona fide work of Tapasya Suryea Madhabi, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or Thesis on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

.....

**Farjana Yeasmin
Chowdhury**

Lecturer
Department Of Business Administration
Sonargaon University (SU)

Executive Summary

Human Resource management mainly deals with general people in any administration. As we enter the 21st century, the main focus is on HR in any organization. Directors have turned out to be mindful that HRM is crucial part in the organizations. HRM is no longer an untimely idea, a restricted capacity or a unit to be endured. It is a dynamic member in outlining the course an association must take to stay aggressive, gainful and productive. Human resource management is a fundamental action in all associations. Individuals are the soul of any organizations.

Due to globalization the role of HR managers gets a bit tougher and it is because HRM demands a well thought representation blended with great observation and judgment. As HR managers make long term decisions that will affect business. HRM as particular division which for the most part incorporates planning, compensation policy, training and preparing instruction, worker relations and so forth

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

In this report, I have tried my level best to exemplify how the basic function (Practices recruitment and selection) of HRM are exercised in Pran- RFL group. I have analyzed the HRM practices & recruitment and selection process of Pran- RFL from the view of theoretical definition, practical application, basic principles followed and technology used in the whole process.

TABLE OF CONTENT

	Chapter	Page number
	Letter of Transmittal	i.
	Acknowledgement	ii.
	Student's Declaration	iii.
	Letter of Authorization	iv
	Executive of Summary	v.
	Table of Contents	1
1.0	Introduction	02-04
1.1	Introduction	
1.2	Scope of the study	
1.3	Objectives of the study	
1.4	Methodology of the study	
1.5	Limitations of the study's	
2.0	Company Profile	05-08
2.1	Company Profile	
2.2	Vision, Mission and Aim	
2.3	company Structure	
2.4	Core Values	
2.5	PRAN-RFL Products	
2.6	Awards and Certification	
3.0	Human Resource Management of PRAN-RFL Group	09-15
3.1	Human Resource Management	
3.2	Objectives	
3.3	HRM Department in PRAN-RFL Group	
3.4	Current recruitment system	
3.5	Source of Recruitment utilized	
3.6	Human Resource Planning	
3.7	Human Resource Planning and Information System	
4.0	Analysis of Study in PRAN-RFL	16-29
4.1	Recruitment and Selection Process in PRAN-RFL	
4.2	Recruitment process	
4.3	Source of Recruitment	
4.4	Selection Process	
4.5	Screening and Short-listing Applications	
4.6	Written Test	
4.7	Selection Interview	
4.8	Reference Checks	
4.9	Management Programs	

4.10	Marketing Strategy of PRAN-RFL Group	
4.11	Customer Analysis of PRAN-RFL Group	
4.12	SWOT Analysis of PRAN-RFL Group	
5.0	FINDINGS	30-42
5.1	Findings	
6.0	RECOMMENDATIONS, CONCLUSION	43
6.1	Recommendations	
6.2	Conclusion	
	BIBLIOGRAPHY	44

**List of
Diagram/Figures**

Name of the diagram/Figures	Number of the chapter	Page No
Figure 3.1: HR Management Process	3	13
Figure 3.2: Flowchart of sample framework of HR planning	3	15
Figure 4.1: Recruitment and Selection process at a glance	4	22

Chapter-01

Introduction

1.0 Introduction:

HR designed to maximize employee performance in service of an employer's strategic objectives HR is essentially worried with the administration of individuals inside associations, concentrating on arrangements and on systems. Human Resources department is the emerging sector in the new era of corporate world. Earlier HRM was disregarded by many companies. Today the circumstance has changed, the vast majority of the associations are underlining on HRM rehearse. The fundamental reason is, the companies keeps running by the people or HR not by the machine.

I have done my major in human resource management from Sonargaon University. There I have completed two years of the theoretical part of the graduation.

This practical part will be evaluated by my honorable academic supervisor. For that reason I have prepared this report on the basis of my collecting data and experience and submitted to my supervisor. The topic of the report is “**Human Resource Management Practices in Bangladesh: A Case Study on Pran-RFL Group.**” In my Internship Report, my main target is to identify the area of HR practice of Recruitment and Selection of Pran-RFL Group.

1.1 Origin of the Report

The report is a requirement for thesis of my MBA program. The Topic has been assigned by my academic supervisor. I have tried my level best to make it a good one as an internship of human resource development for Pran-RFL group. To prepare this report I have selected and got opportunity to work as an internee in the reputed and dwell-known leading company that is “Pran-RFL group of Industries”. The primary goal of the internship was to provide an ‘on the job ‘exposure to the students and an opportunity to transform theoretical knowledge to practical experience. I have tried my level best to make the report an excellent one by doing correct justice to the topic.

1.2 Scope of the study:

I have worked directly in the organization and I was assigned in PRAN-RFL group as a daily managerial job. So I got lots of scope to know about the company and also their products.

In my report I tried to find the present condition of PRAN-RFL group ltd and business plan.

1.3 Objectives of the study:

Broad objectives

The key objective of this report is to explore the Recruitment and Selection Practices in Pran-RFL Group.

Specific Objectives

- To coordinate the theories of HRM & recruitment and selection process in a real life Situation.
- Delineate the different stages in a recruitment and selection process and describe each step.
- To assess and evaluate the existing recruitment and selection strategies.
- Identify strengths and weaknesses of existing recruitment and selection strategies of PRAN- RFL Group.
- To perform in line with organizational needs & goals.
- To assist in achieving staff's personal & professional objective.

1.4 Methodology of the study

The study needs a systematic process from selection of the topic for the final report preparation. To accomplish the study of the data sources have to be collected and identified. They have to be classified, interpreted, consider and offered in a systematic way. The overall methodology process is given into the following paper in a form of flowchart that is followed in the study.

Primary Sources:

1. Personal observation of the process.
2. Informal interview with the employee

Secondary Sources:

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

1.5 Limitations of the study:

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

1. Confidentiality is the main problem; as a result some confidential facts were not sufficiently disclosed by the respective personnel.
2. Lack of available up-to-date information.
3. Only few days' internship's experience is not enough to find out all the pros and cons of such a vast project.
4. The employees of Pran- RFL Group had no eagerness to supply more information because of extra hardness.
5. As because Pran- RFL Group is a large Company; it is very difficult to understand each and every aspect of its operation within a very short period of time.

Chapter-02

Company Profile

2.1 Company Profile

PRAN-RFL Group stands for Programmed for Rural Advancement Nationally. In Bangla "Progoti Rupayone Agrani Noboddom". PRAN GROUP was instinctive in 1980. Keeping in view the commercial task of the group they have over the years diversify their activities. Today they are the biggest processors of fruits & vegetables in Bangladesh. They encourage contract farmers and help them grow quality crops with augmented yields and to obtain fair prices. The Group comprises of 10 companies. The head offices are located at Dhaka with production facilities around the country. Their management is modern personalized to our atmosphere & culture. Their largest asset is their competent team of hands-on-mangers & committed employees.

Agricultural Marketing Co Ltd-PRAN-RFL is the first food dispensation company in Bangladesh to achieve the impressive dissimilarity ISO 9001:2000 certification for their quality management system. This ultimate certification ensures that PRAN-RFL Products reach the consumers table maintaining the highest level of quality. I addition to ISO, PRAN-RFL has got worldwide certifications like HALAL & HACCP. They have set their goal as; "Be Number One". It means

that they are always trying to give their customers the best product which will be in the number one position eventually. For this goal they give their best potential labor in every stage.

After serving the millions at home successfully, PRAN-RFL has focused on exports to serve the billions. At present PRAN-RFL is the largest exporter of agro-processed food items of Bangladesh. In recognition of the extraordinary performance in export PRAN-RFL has achieved the best processed agro food exports trophy for the three last consecutive years. Currently PRAN-RFL products are regularly being exported to 142 countries of the 6 continents all over the globe. Major export markets are Asia, Middle East & Africa.

2.2 Mission & Vision and Aim

Vision

Poverty & Hunger are Curses. The organization thinks that poverty and hunger is a curse for nation and they are trying to overcome the poverty.

Mission

Improving Livelihood Improving the people living standard in society and create the respects and prosperity for the nation.

Aim

To Generate Employment and Earn Dignity & Self Respect for our Compatriots through Profitable Enterprises

2.3 company Structure:

Business Types: Agro Processing, Plastic Manufacturing, Cast Iron, PVC, Electronics, Melamine, Lifts, Pumps

Employees: 48,000

Products: More than 4,000

Factories: 13 (700 acre area)

Dealer: 47,000

Dependents: More than 1,000,000 people around the world

Export to: 192 Countries

Export (2015-2016): US \$ 194 Million

Main Export Market: India (43%)

Strength: Distribution Channel and Devoted Employees **Business Types:** Agro Processing, Plastic Manufacturing, Cast Iron, PVC, Electronics, Melamine, Lifts, Pumps

Employees: 48,000

Products: More than 4,000

Factories: 13 (700 acre area)

Dealer: 47,000

Dependents: More than 1,000,000 people around the world

Export to: 192 Countries

Export (2015-2016): US \$ 194 Million

Main Export Market: India (43%)

2.4 Core Values:

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

- Consumer care
- Supplier care
- Employee care
- Trade care.

2.5 Pran-RFL Products

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

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

2.6 Awards and Certification

We have been awarded numerous trophies in home and abroad. In recognition of contribution towards earning foreign currency, PRAN achieved "Best National Export Award" for 11 consecutive fiscal years (FY 2002-03, 2003-04, 2004-05, 2007-08, 2009-10, 2010-11, 2011-12, 2012-13, 2013-14, 2014-15, 2015-16). In recent times, PRAN is awarded "UDC BUSINESS AWARDS 2016" as the best food & beverage products manufacturer in Malaysia.

PRAN-RFL for the first time has received IMS certificate as the first food processing company in Bangladesh. IMS is known as combination of Environmental Management System ISO14001:2004 and British Standard Occupational Health Safety Assessment Series (BS OSHAS) 18001:2007.

In 2016, PRAN-RFL group has got BEST BRAND AWARD from the Bangladesh Brand Forum.

Chapter-02

Human Resource Management

Pran-RFLGroup

3.1 Human Resource Management

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

3.2 Objectives

The objectives of Human Resource Department are-

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

3.2 HRM Department in PRAN-RFL group

Recruitment is the process of attracting, screening and selecting qualified candidates for a job at any organization or business. It is undertaken by the recruiters.

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

Chief-HRM

RECRUITMENT

SECTION

TRAINING

SECTION

QMS & OD

SECTION

- Assess Training need of the Group and develop training strategy
- Prepare lesson plan and training module
- Arrange training in all areas including General Management, Sales, Factory staff etc.
- Conduct training classes
- Obtain Training feedback, and analyze result
- Develop and revision of policy regarding ISO/HACCP/HALAL with the direction of management
- Follow-up-works of ISO/HACCP/HALAL
- Maintain ISO/ HACCP/ HALAL related documents
- Conduct ISO internal audit & review process
- Internship management

- Prepare/revise/update Job Description and Organ gram as required
- Make Appointment & confirmation
- Posting, Transfer, Promotion, Termination, Resignation & Separation
- Taking Disciplinary action as per instruction
- Compensation and benefits

- Payroll preparation
- Calculation of Bonus, deduction & incentives & leave encashment
- Attendance and leave record
- Make Annual appraisal

PERSONNEL SECTION

- Develop method & Strategy for recruitment process
- Develop method & Strategy for selection process
- Conduct the recruitment & selection process
- Making employment offer
- Ensure the probable best fit for person-job & person-organization
 - Merit is the sole criteria for selection.
 - Attitude is given as much weight as functional competencies.
 - Panel interview comprising of functional head of HR.
 - Sources for recruitment are through campus, constants, employee referrals, internal job posting.
 - Positions in Officer Cadre, GET and MT involve written tests.
 - Antecedent verification is an integral part of our recruitment process.
 - Medical fitness is pre-requisite for all positions.
 - There is an equal opportunity employer and do not discriminate on the basis of race, sex, religion or community.

3.4 Current recruitment system:

A responsibility for recruitment customarily belongs to the HR department. This department works to find and attract the capable applicants. Job description and designation provide the needed information upon which the recruitment process commences. given below:

- Need Assessment
- Defining the position description

- Checking the recruiting options
- Advertisement
- Screening and short listing applicants
- Written test
- Selection interview
- Employment decision
- Pre-employment medical check up
- Offer letter
- Orientation or Induction
- Placement
- Follow up

3.5 Source of Recruitment utilized:

Pran-RFL make in three ways recruitment depending on the job category of the vacant position. Consequently, the recruitment process of this organization is relegated into three types, which are done predicated on the job grade/ group. These are as follows:

1. Entry level Management
2. Mid-level Management
3. Top level Management

1. HR Planning

2. Requisition

3. Selection

4. Orientation training

5. Appraisal

6. Evaluation

7. Benefits

8. Compensation

Figure 3.1: HR Management Process



3.6 Human Resource Planning :

Every organization has employment Planning. Pran has additionally its employment Planning. They conventionally forecast their personnel needs predicated on their mission, strategic goals & objectives & technological and other changes resulting in incremented productivity. Pran-RFL is always probing for top-caliber people who want the flexibility and resources to grow in their vocation. If anyone is the kind of person who has always stood out, Pran offers a place where you can perpetuate to excel. In Pran-RFL there are thousands of diverse people from different culture and background working in a variety of different jobs in different fields. Here there is some requisites in the recruitment and Selection process of -

- Merit is the sole criteria for selection.
- Attitude is given as much weight as functional competencies.
- Panel interview comprising of functional head of HR.
- Sources for recruitment are through campus, constants, employee referrals, internal job posting.
- Positions in Officer Cadre, GET and MT involve written tests.
- Antecedent verification is an integral part of our recruitment process.

- Medical fitness is pre-requisite for all positions.
- There is an equal opportunity employer and do not discriminate on the basis of race, sex, religion or community.

3.7 Human Resource Planning and Information System

PRAN-RFL group plans the human resources and information system. It is a process of deciding in advance what is to be done regarding human resource acquisition to its proper utilization. It is obvious that without proper planning human resource activities cannot be implemented as per desire or the management. It deals to identify the current manpower position and desired manpower position. It helps to forecast the future skills and assess HR requirements, determine training levels and

arrange management development program and future accommodation. One sample framework of HR planning is given below:

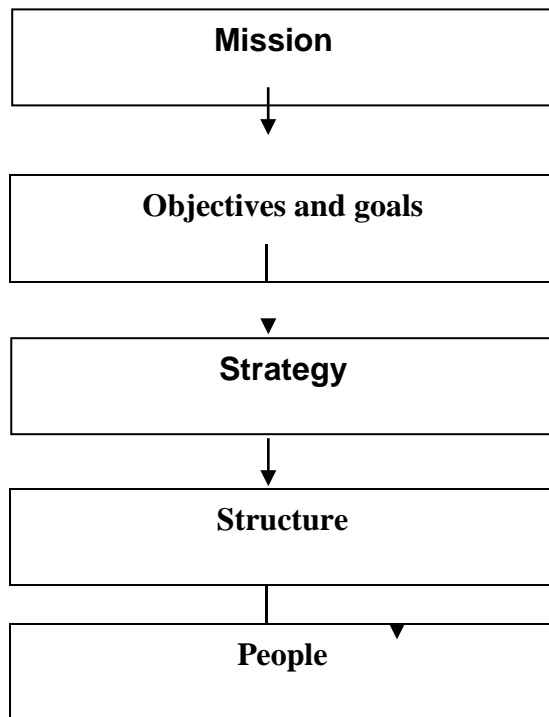


Figure: Flowchart of sample framework of HR planning

Human Resources are also depending on the information system. In management Information System (MIS) gives a great contribution for the flow of the information system and management of the information system. The components and process by which HRIS and Management information system done the duties are given below:

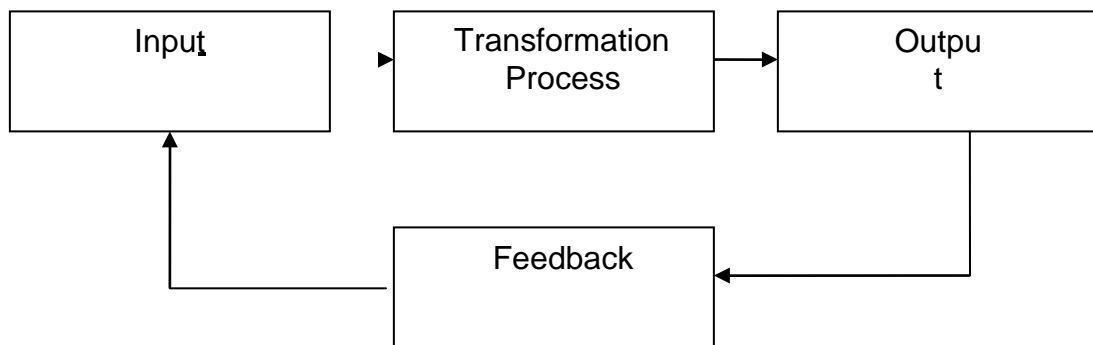


Figure: The components and process by which HRIS and Management information system do the duties

Chapter-04

Analysis of Study in PRAN-RFL:

4.1 Recruitment and Selection Process in PRAN-RFL:

PRAN-RFL is looking for top-caliber people who want the flexibility and resources to grow in their career. If someone is that kind of person who has always stood out, they offer a place where one can continue to excel. PRAN-RFL has thousands of diverse people from different cultures and backgrounds working in a variety of different jobs in different fields. Merit is the sole criteria for selection. Attitude is given as much weight as functional competencies. Panel interviews comprising of Functional Head & HR Head. Sources for recruitment are through campus, consultants, employee referrals, internal job postings and the internet. All positions involve written tests. Antecedent verification is an integral part of our recruitment process. Medical fitness is pre-requisite for all positions. They are an equal opportunity employer and do not discriminate on the basis of race, community, religion or sex.

4.2 (a) Recruitment process:

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

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

4.3 Source of Recruitment:

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

- Entry-level management
- MT (Manager Trainee)
- Mid or / and senior level management
- Graded staff / Non- management staff

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

1. Internal Source. 2. External Source.

Internal Source:

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

Job-posting programs:

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

External Source:

After considering above option, the company goes for external recruiting if needed. Those who best meet the skills, qualifications, experience and competencies required for the position

should fill vacancies. Therefore, if there is no candidate within PRAN-RFL, who is suitable for the role, external advertisement should be placed to attract the potential candidates followed by the selection procedures.

Advertisement:

The Company gives advertisement in national dailies to attract the talents from the market. PRAN- RFL puts two types of advertisements in the newspapers. It sometimes keeps the identity concealed in the ads, mentioning a GPO BOX number only. The purpose of the concealed identity is to avoid the unwanted pressure from the stakeholders for the employment of their desired candidates. But this way the company may lose the talents out there in the market who would have applied for the same post had they known the name of the organization. This is why the company kept the identity open in their recent job.advertisement when the quality of the candidate was a very important factor to consider. By revealing the BPL identify, the company attempts to attract the best potentials among all the others.

Employee referrals:

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

Employment Agency:

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

Walk-ins and Write-ins:

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

Consulting the CV Bank:

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

2.4 Selection Process:

Selection is the process of gathering information for the purpose of evaluating and deciding who should be employed in particular jobs.

4.5 Screening and Short-listing Applications

The responses to the advertisements are sorted and screened. The CVs as well as the Covering letters are judged. In the covering letter, the style and language of writing, the emphasis put on the areas asked for in the advertisements and the quality of the letter (whether it is specifically tailored to the advertisement or just a standard response) are the aspects that are judged. Different weights are assigned to the selection criteria mentioned in the man specification depending on their relative importance. (For example, educational institutions like IBA, BUET are given the highest weight among the local ones and the foreign universities of UK, Australia, etc. are put at par with the best of the country). Based on the presence of these factors to the desired extent (experience, educational degree, computer literacy, etc) the cumulative weights for all the applicants are counted and the short list of a sizable number of the top most candidates is generated.

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

4.6 Written Test

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

4.7 Selection Interview

The interview process is a three-tier one. A preliminary interview is conducted which follows the “elimination method”. After that, the second interview takes place with a very few number

of candidates. Then the finally selected person is called for the final interview. The interview time is kept convenient for the candidate especially if s/he is working elsewhere at the time of interview. In that case the chosen time is after the business hour or in any holiday.

4.8 Reference Checks

Reference checks allow obtaining information and opinions regarding the person's character, quality of the work and suitability for the position. It is an opportunity to validate the information received from the candidate via their resume and the interview. Speaking to the candidate's manager or other people whom they have worked with should also check internal candidates. The opinion of a referee who has worked can for an extended period is likely to be more accurate than the assessment from one to two hours of interviewing.

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

Employment Decision

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

Offering the Role:

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

Verbal offer:

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

Tell the candidate that company would like to offer them the role.

Congratulate them.

Tell them the remuneration package that is being offered, including superannuating.

Ask them if they are happy with it.

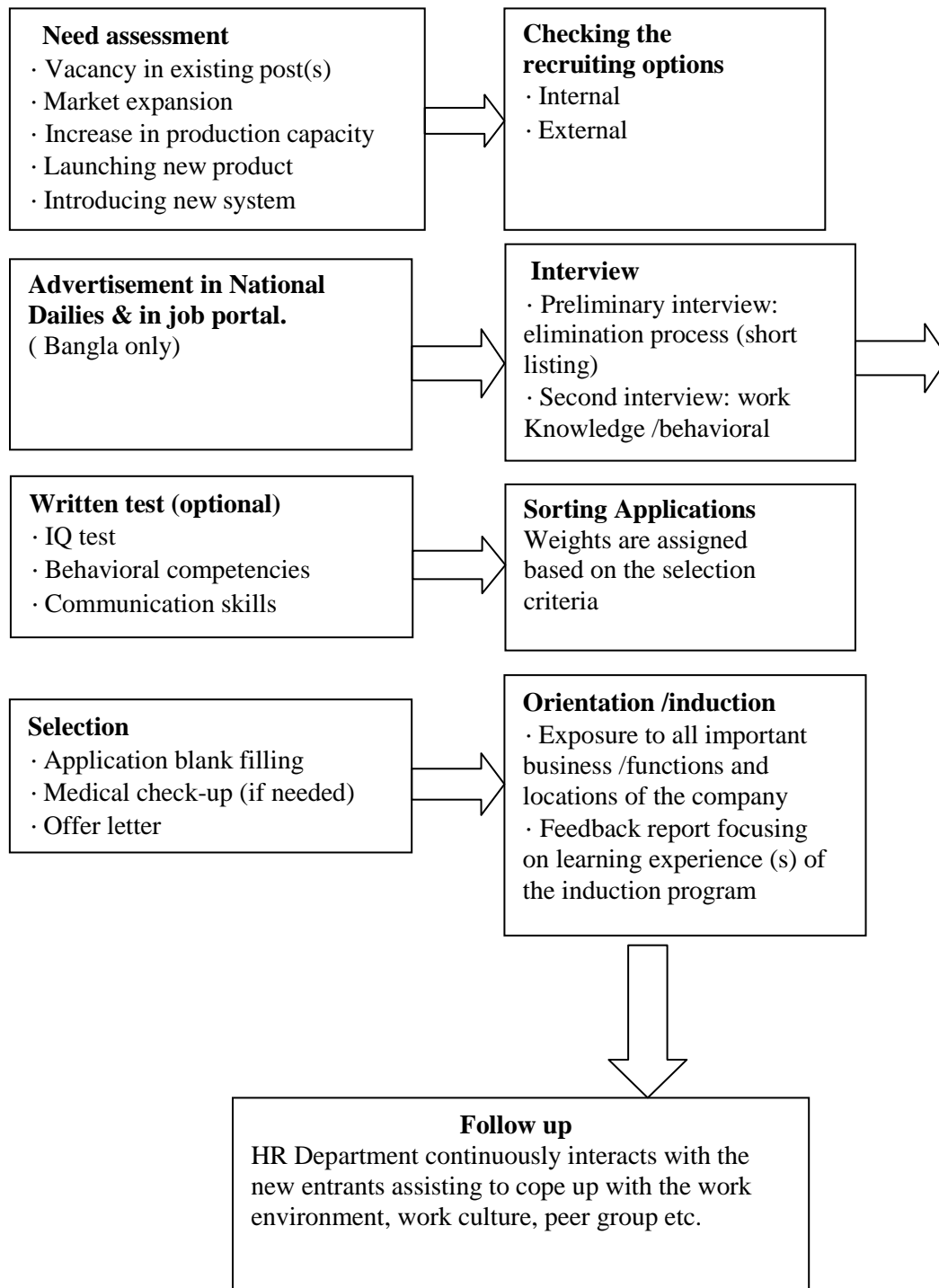
Ask them if they verbally accept the position.

Tell them that company will be sending them a written letter of offer and introductory package.

Written letter of offer:

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

THE RECRUITMENT AND SELECTION PROCESS OF PRAN-RFL:



Picture: Recruitment and Selection process at a glance

4.9 Management Programs

Based on the risks identified in the registers of each of PRAN facility, each PRAN facility will develop and implement programs consisting of a set of mitigation and management measures to comply with PRAN's Social Policy. The programs shall be developed by the facility's department with support from corporate other department and reviewed and approved by the facility's Head.

A management program will include operational procedures, practices, and plans and related supporting documents as required that will help to avoid, minimize or mitigate the risks and impacts identified under the risk assessment.

Based on an overall risk assessment, typical E&S risks and issues at the facility are related to the following. Management programs related to these are described in the sub-sections below. These will be supplemented by facility specific risk assessment and management programs.

- (a) Solid and Hazardous Waste Management
- (b) Wastewater Effluents and Sewage Management
- (c) Emissions to Air
- (d) Emergency Preparedness and Response
- (e) Conservation of Natural Resources – Water and Energy
- (f) Occupational Health and Safety Hazards

4.10 Marketing Strategy of PRAN-RFL Group

PRAN-RFL is currently most well-known food and Beverage Company in Bangladesh. They are now the market leader of food & beverage sector in the market position of Bangladesh .They always try to maintain some product standard like HACCP, HALAL and ISO. Except that they are very conscious about their consumers, investors, customers and all about stakeholders. As a market leader they have some market strategy. PRAN-RFLs strategies are divided into 4 parts-

Strategies for product

- High export quality products.

- Maintaining the international standard in food, beverage and plastic products.
- Maintaining HALAL & HACCP (USA) standard.
- Quality Management standard of ISO (9001).
- Attractive & colorful package like, bottle, packet etc.
- Low rate of chemical and food color.
- Different flavors for different customer choice.
- Different foods and beverages for different age of customers.
- Carbonated beverages, snacks are especially for young generation.
- Juice, snacks are for all customers.
- Long-lasting plastic products.
- Export quality products which attract both local & foreign customers.
- Changing products with the changing needs.

4.11 Customer Analysis

Market Segmentation

This group of consumer who has distinct needs, behavior demands and who requirement findings or analyze their separate products or marketing mixes. For example: The people of different age who have to choice of PRAN mango juice as like as the young generation choose PRAN joy juice or the children chooses PRAN junior juice.

Target market

PRAN-RFL Group intention the middle class people who want verified taste food buy low price. Then as like a consumer thinking that class people target market is highly profitable for them. They are trying to provide high price product rather than low price of quality product for target competitive market.

Market Positioning

PRAN-RFL Group positioning there are customer mind by offering products in their benefit. There are target markets to competitive each and every product in the minds to position

distinctive and desirable place. For example: To position desirable place for the Mango Bar as a taste of the happiness of their childhood, in the mind of each and every consumer.

4.12 SWOT (Strength/Weakness/Opportunity/Threat):

Strengths:

1. Brand image: The main strength of PRAN-RFL is brand image in the field of juice is PRANRFL mango juice. It comes to the market by pure local mango and in a favorable price. Now they are exporting PRAN-RFL in abroad. When they think about juice obviously they think because PRAN-RFL uses local fruits as ingredients and they maintain quality. PRAN-RFL has huge foods & drinks Variety.

2. Attractive packaging: For PRAN-RFL use a bottle with attractive shape as well it is leak proof. The bottle is not much heavy like other competitors. The firm ensures leak proof product and product taste will remain same overtime.

3. Availability: As a consumer if I have to struggle to get a product from the market then obviously I will not further go for that. So keep in mind about market demand PRAN-RFL ensures PRAN-RFL availability in all macro cities of the country. For the PRAN-RFL it ensures one get enough amount of juice even in the remote island of Bangladesh.

4. Affordable Price: As a consumer if a product price is not affordable for me or if others charge lower, then apparently I will go for consuming others product. So that's why PRAN-RFL is affordable for anyone and as well quantity product.

Weaknesses:

It is the portion where the firm has lacking. Some are inherited from the environment. PRANRFL tried its best to transform the weakness into strength and in some field. It is capable of some inadequacies of PRAN-RFL is given below.

1. Reaching root levels: The main consumers of PRAN-RFL are the city dwellers. So it is still unable to spread product to the root levels of the country.

2. New regulation set by BSTI: BSTI (Bangladesh Standard Testing Institution) set a new rule for producing juice that the firm cannot use only the meat of fruits. Mango of Bangladesh is so vulnerable against insects. So the firm has to take mango from Rajshahi. Moreover raw materials are not available all over the season.

3. Common advertising for all types of foods or drinks.
4. Low advertisement.
5. Confusing advertising.
6. Market size is small.
7. Distribution is time consuming.

Opportunities:

It indicates the fields where the company can expand its business. Moreover company is now designing its PRAN-RFL according to the taste and choice of the people of different countries.

1. As a result PRAN-RFL exports PRAN-RFL for the people of Saudi Arabia. By focusing on this company can profitably satisfy customers.

2. Support farmers to produce more fruits: PRAN's current all of mango juice market is expanding, so to meet excess market demand they need more raw materials and that is mango. Because of using pure local raw equipment the company has to purchase more fruits from the market. It cans authority fruits farmers to grow more because they can sell those to PRAN-RFL indirectly.

3. Increasing dual income couples: Now-a-days dual income couples are increasing in Bangladesh. So females have not enough time to make house made mango juice. So they are now purchasing readymade juice to satisfy their needs. PRAN-RFL can easily satisfy those parts.

4. Potential customer
5. Converting non user to customer
6. Production cost is low then others.
7. Offer different packages.
8. Advertise should be meaningful

Threats:

Homemade juice: Still the women of our countries have enough idle time. So they do not go for purchasing readymade juice. Moreover they think those juice quality are not satisfactory. That's why they juice pickles by themselves.

Regulations set by BSTI for seedless chutney: BSTI launched a new regulation in terms of making juice. According to that regulation no company can use seeds when make juice. Every company has to use only the meat of the fruits.

Losing customers because of fake companies: Now a lot of fake juice producing company exists in the market. Those do not use hygiene factors as well safe ingredients. As a result people suffer from many diseases after consuming that mango juice. So people losing their faith on mango juices.

Chapter-05

Findings

Findings:

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

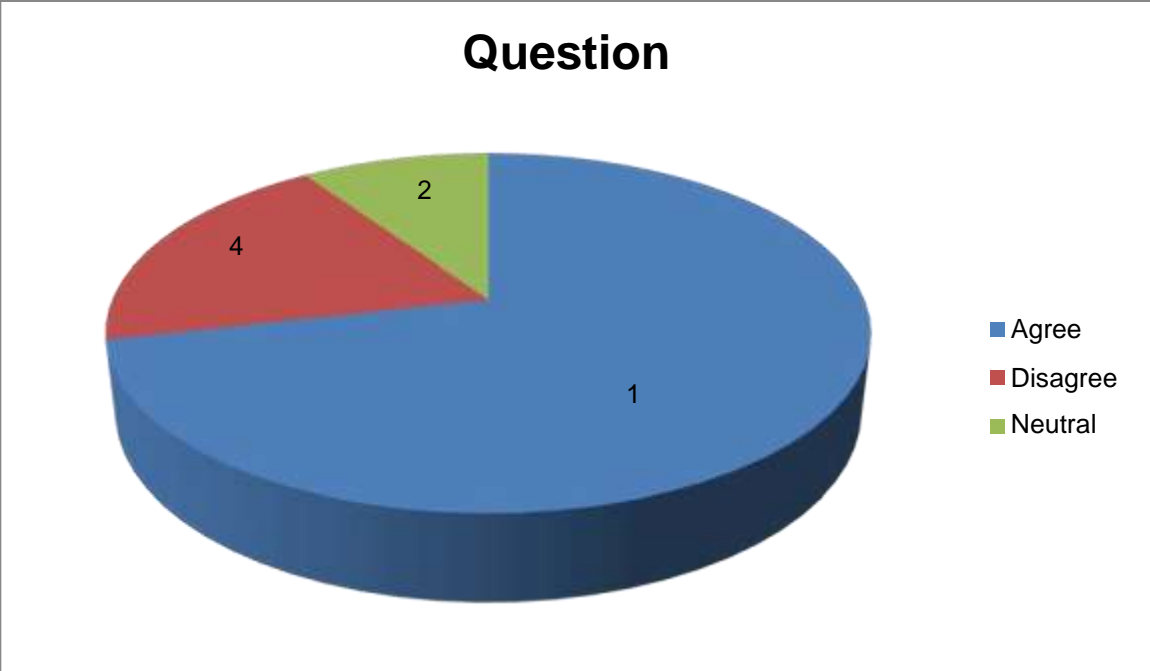
To justify the objective I made a survey on existing employees of the organizations, so that I can get a keen knowledge on my study. After the factors of Recruitment and Selection process have been identified those were put in a questionnaire. Respondents were asked to rank the options according to their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

Survey

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

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

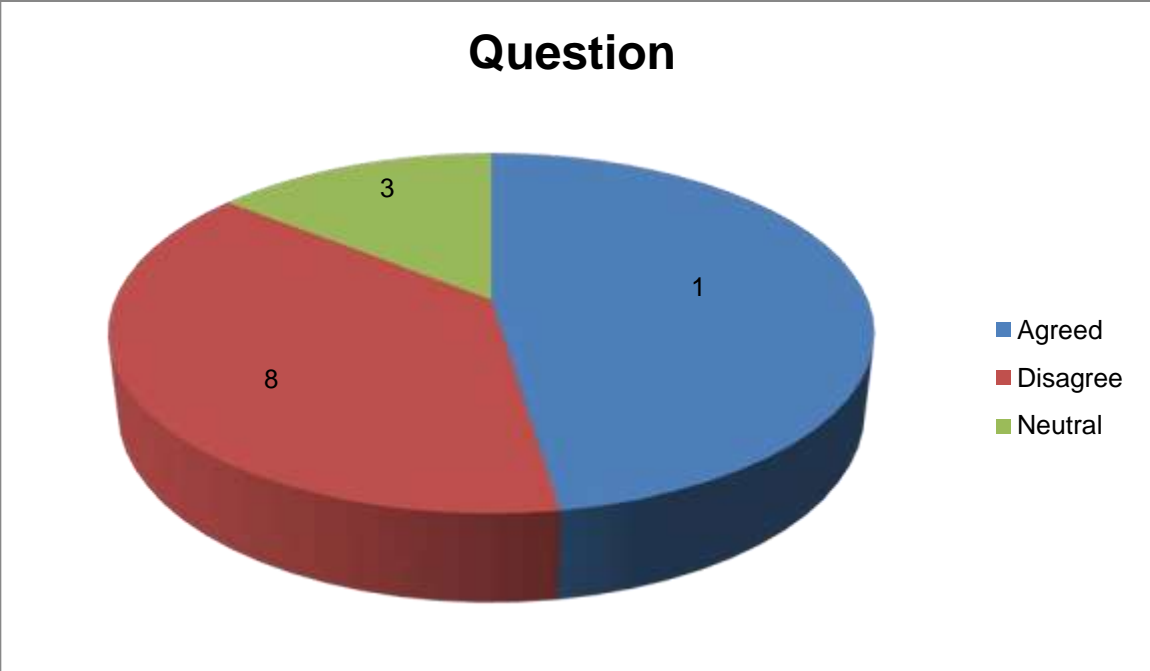
Questions (1-12)	Agreed	Dis-agreed	Neutral
The organization clearly define the position objectives, requirements and candidate specifications in the recruitment process	15	4	2
The organization is doing timeliness recruitment and selection process.	10	8	3
Do proper Job Analysis before Selection Process begins	17	2	2
Job Responsibilities and Job Description are clearly defined to the candidates.	14	5	2
Provide an adequate pool of quality applicants.	11	9	1
The Resume screening and Short listing method used by the organization is satisfactory	15	3	3
Criteria for short listing of candidates used by the organization is satisfactory.	14	4	3
The Selection Policy of the organization is a good one.	16	4	1
HR finds good candidates from non-traditional sources when necessary.	10	6	5
The organization is using satisfactory methods of interview.	9	8	4
Organization looks for experienced employees in selection Process.	16	4	1
Organization prefers referred candidates	15	5	1
Total	162	62	28
Average	13	5	3



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

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

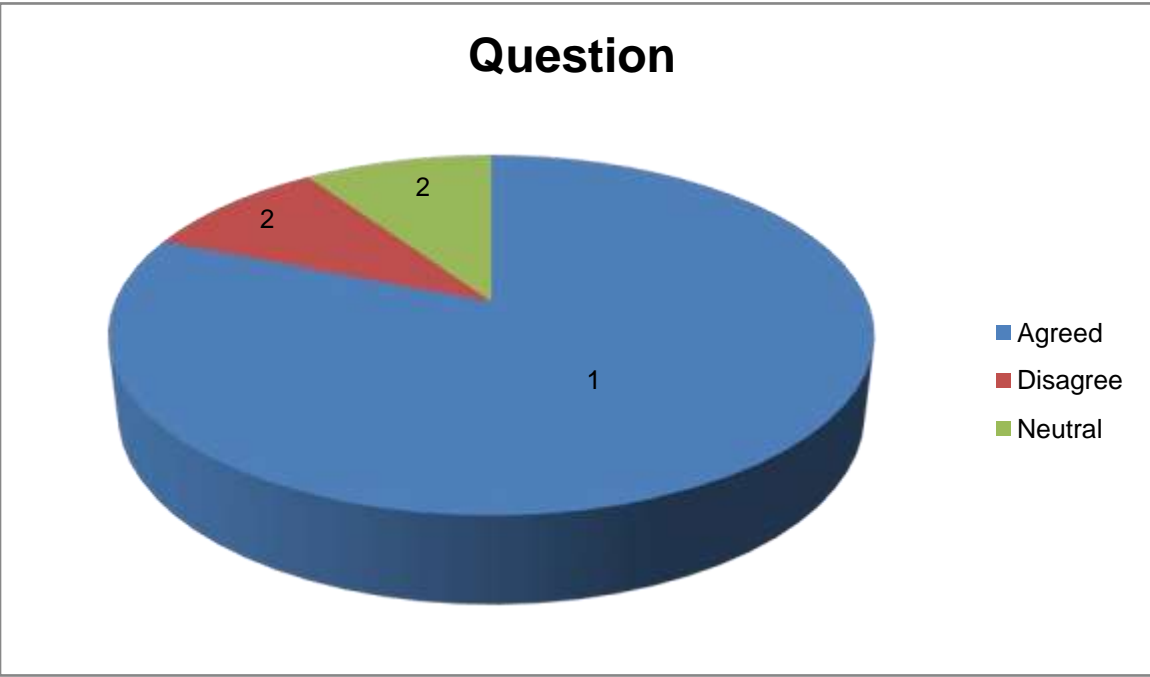
From the survey result it is very clear that, PRAN- RFL clearly define the position objectives, requirements and candidate specifications in the recruitment process as 15 of 21 respondents agreed with the statement.4 of 21 person doesn't agree with that statement and 2 people remain neutral about this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



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

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

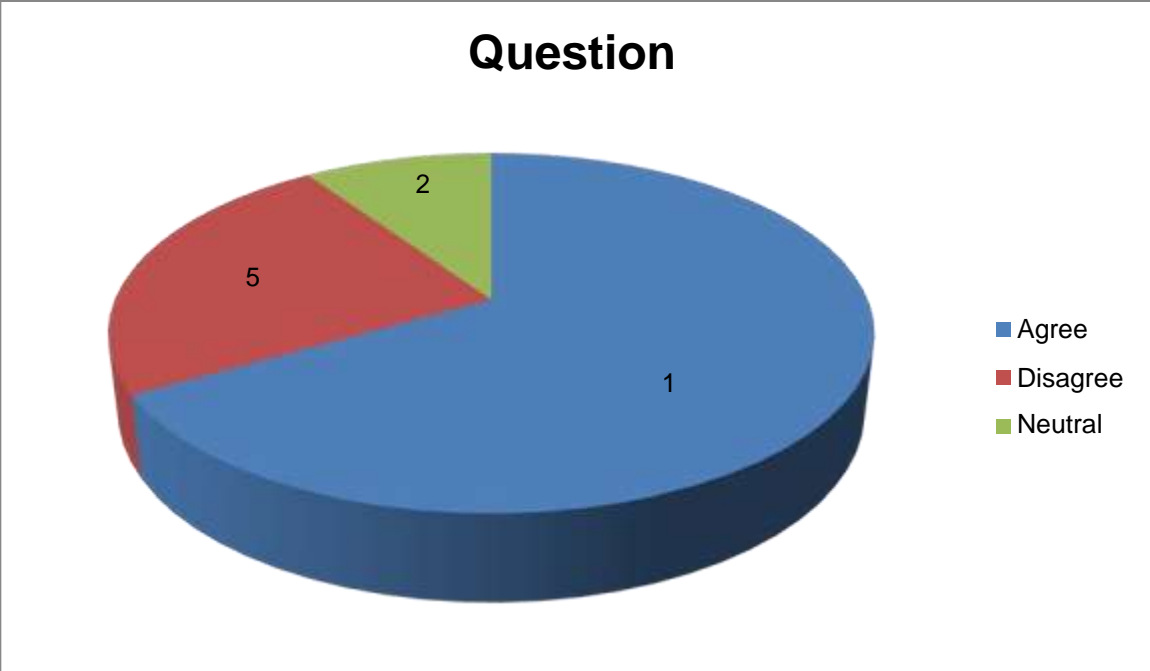
Survey result shows that, PRAN- RFL does timeliness recruitment and selection process as 10 of 21 people agreed with the statement. On the other hand sometimes they failed to maintain the timeline as 8 of 21 people which means 38% total population does not agree with the statement.



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

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

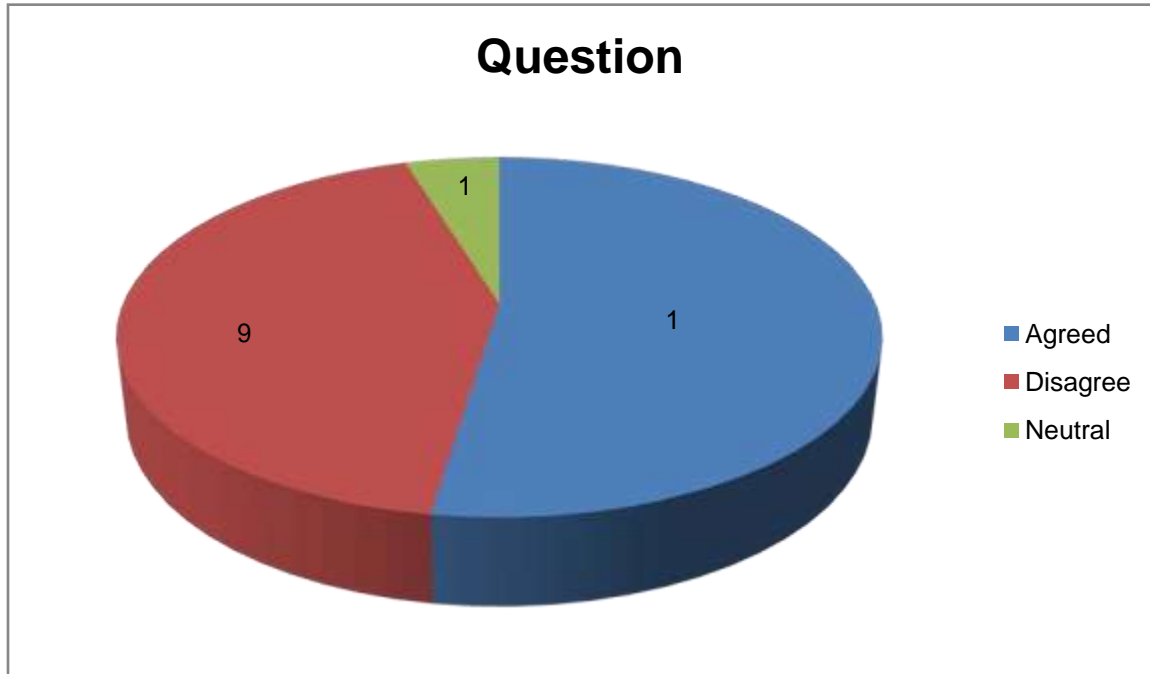
Keeping the above idea in mind survey shows that PRAN- RFL group does proper job analysis for each position before any selection process begins. From the data we can understand that 17 of 21 people agreed with the statement, where a few disagree with the statement.



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

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

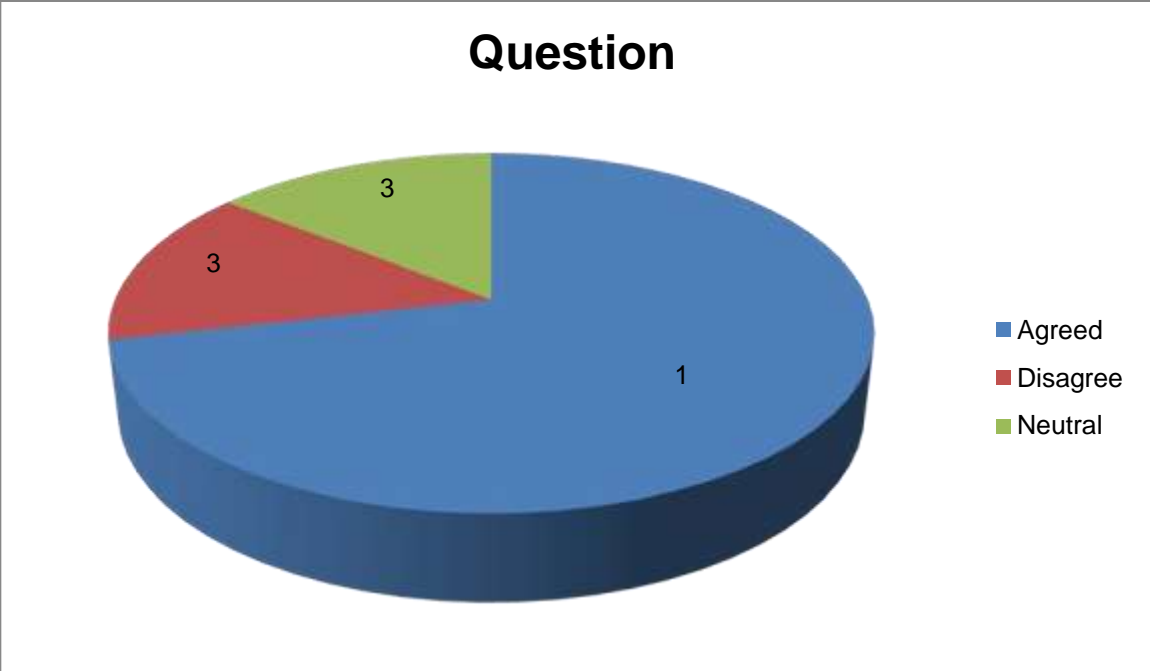
From the survey it is very clearly stated there, job responsibilities and job description are clearly stated to the candidates. 66.67% respondent (14 of 21 people) agreed with the statement.



Question 5 : Provide an adequate pool of quality applicants:

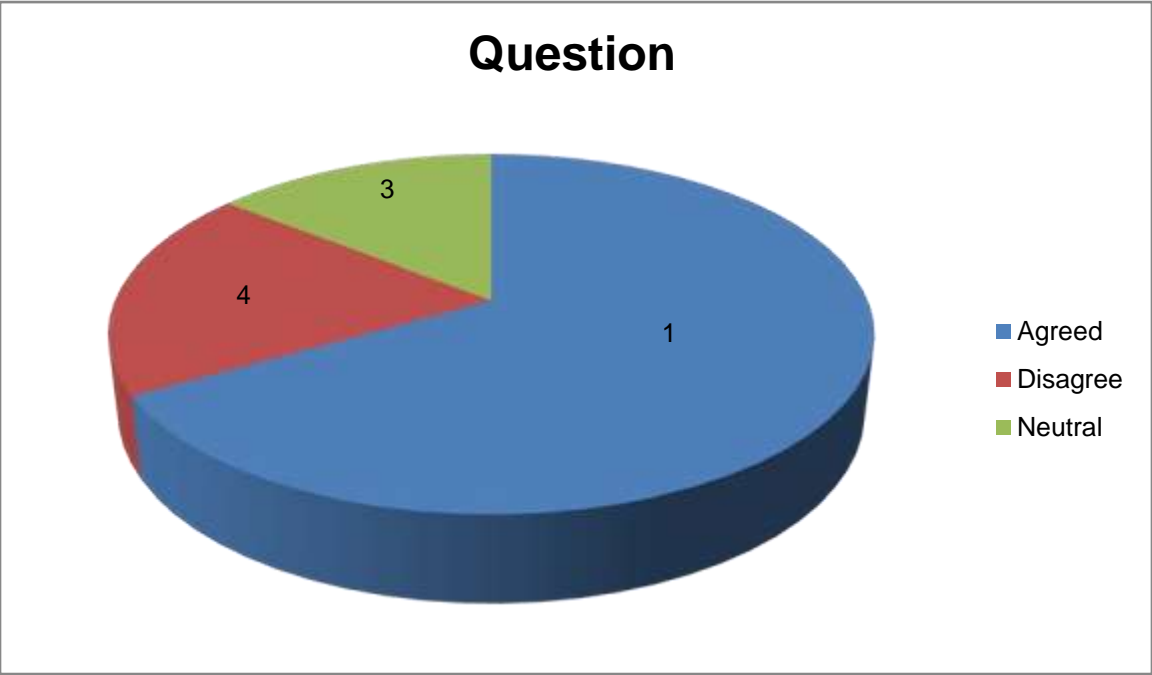
For any HR department it is very important to create an adequate pool of quality applicants. PRAN-RFL Recruitment department always try to provide an adequate pool of quality department. As PRAN- RFL is a large and growing organization so they are facing understaffed problem .So for some department of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

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



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

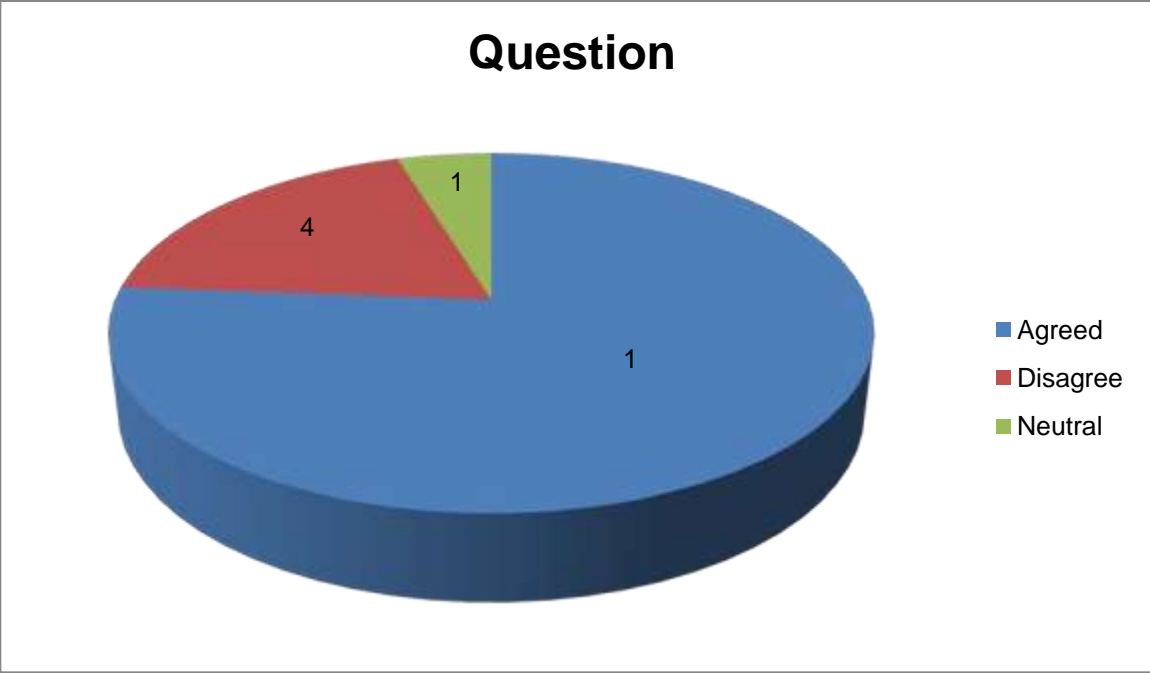
For resume screening and short listing method PRAN-RFL uses latest technology and procedure. From the survey I got 15 of 21 people who are satisfied with resume screening and short listing method used by the organization. That means 71.4 % of the sample population agreed with the statement. Three people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



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

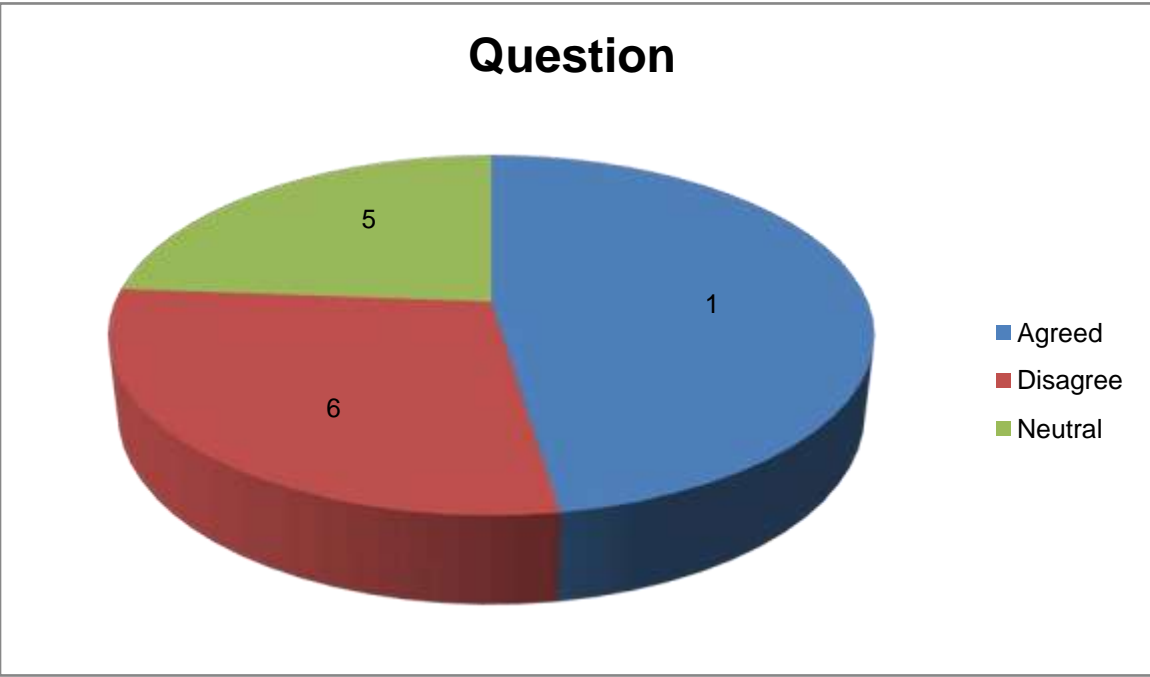
Short listing is a very important part of the recruitment process. Although it can be time-consuming it is worth conducting it with care and consideration. PRAN –RFL recruitment section do not want to miss an excellent candidate or waste their time with someone who doesn't meet their requirements.

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



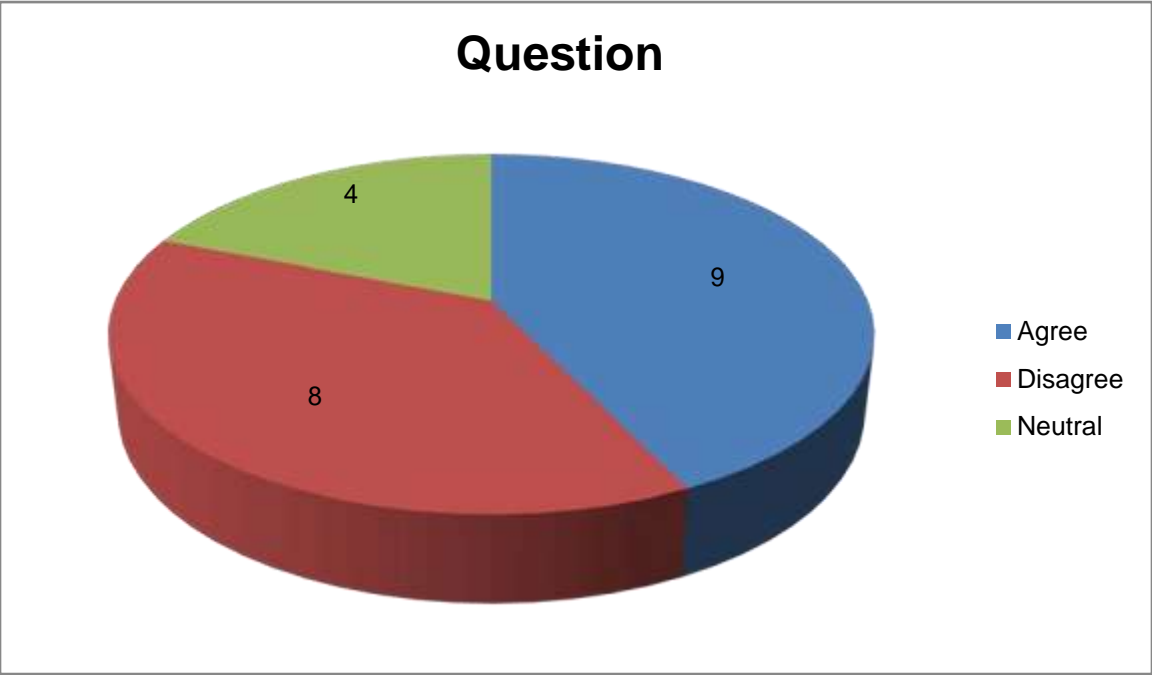
Question 8 :The Selection Policy of the organization is a good one:

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



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

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

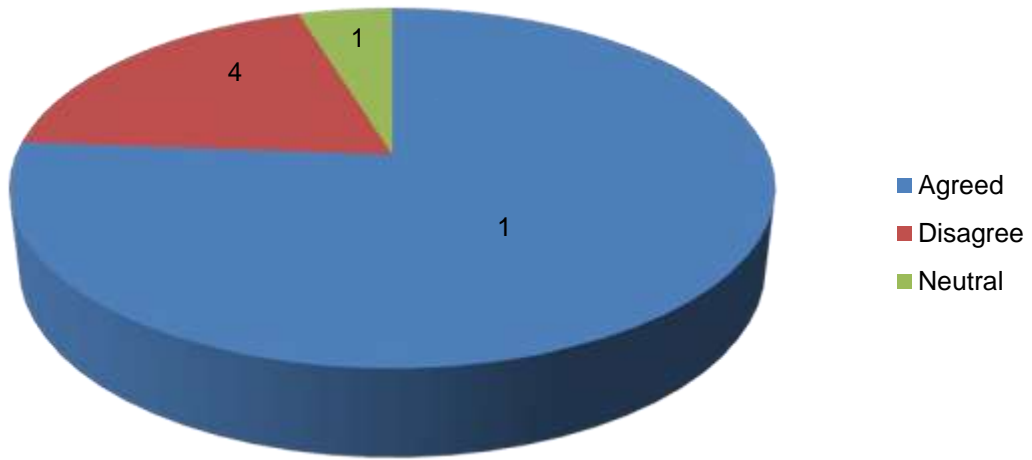


Question 10: The organization is using satisfactory methods of interview.

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

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

Question



Chapter-06

Recommendations and Conclusion

Recommendations

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

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

Conclusion

PRAN- RFL is one of the best manufacturing companies which have seen tremendous success since its establishment .It has been possible only because of its skilled management, well trained, dedicated employees and excellent quality products. It has earned very impressive operating income over the previous years. The Company tries to hold good corporate governance by maintaining discipline and sincerity all over the organization through its skilled and dedicated employees.

PRAN- RFL group of industries are now one of the most successful industry in our country. They are trying to increase their business line and their own brand. From this report we will able to know about the recruitment section of PRAN-RFL group of industries. After doing this report I would like to conclude by saying that it had been a great experience for me. Moreover the survey that I conducted gave me a stronger and more helpful knowledge about the entire research. This report may contain few flaws yet I have tried my best to maintain accuracy. I hope this report can be a helpful resource to use in future.

References

1. Thompson, A.A, Strickland, A.J. & Gamble, J.E. (2010), *Crafting and Executive Strategy: The Quest for Competitive Advantage*, 17th Edition, McGraw-Hill/Irwin, New York.
2. Retrieved February 11, 2017, from http://ocw.raf.edu.rs/courses/sloan-school-of-management/15-902-strategic-management-i-fall-2006/lecture-notes/rbv_theoryf_ca.pdf
3. www.rflplastics.com
4. www.rflbd.com
5. [en.wikipedia.org/wiki/PRAN-RFL Group](http://en.wikipedia.org/wiki/PRAN-RFL_Group)
6. www.pranfoods.net/
7. Internal Report and Database