

Internship Report on Recruitment and Selection Process of Haque Group of Industries



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Letter of Transmittal

21st April, 2025

Dr. Mohammad Shibli Shahriar
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Subject: Submission of Internship Report on Recruitment and Selection Process of Haque Group of Industries

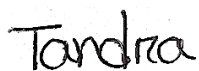
Dear Sir,

I am pleased to present my internship report on the Recruitment and Selection Process at Haque Group of Industries. As part of the requirements for completing my Master of Business Administration, I successfully completed a 4-week internship under your supervision. During this period, I was placed in the Human Resource Department, where I had the opportunity to gain hands-on experience and insight into HR activities.

This report highlights my observations, learnings, and experiences throughout the internship, focusing on the procedures, policies, and practices involved in the recruitment and selection process of the HR Department.

I would be grateful if you could review my report and assign my final grade, enabling me to complete my Master of Business Administration certification.

Sincerely yours,



Kashfi Amin Tandra
Student ID: 222-14-512
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Certificate of Supervisor

This is to certify that the internship report entitled "Recruitment and Selection Process of Haque Group of Industries " has been prepared by Kashfi Amin Tandra, ID: 222-14-512, as a requirement of the MBA Program under the Department of Business Administration and the Faculty of Business and Entrepreneurship at Daffodil International University (DIU).

The report is recommended for submission and acceptance.

I wish her all success in life.



.....

Dr. Mohammad Shibli Shahriar
Professor and Director, MBA Program
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Student Declaration

I declare that the "Internship Report" entitled "Recruitment and Selection Process of Haque Group of Industries " embodies the results of my own research work, perused under the supervision of Dr. Mohammad Shibli Shahriar, Professor and Director, MBA Program, Faculty of Business and Entrepreneurship, Internship Supervisor, Daffodil International University Bangladesh.

I further affirm that the work reported in this internship is original and is not part of any other students for the completion of MBA or other degree have submitted whole of the report.

Tandra

.....

Kashfi Amin Tandra

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Acknowledgement

I would like to express my heartfelt gratitude to all those who have supported and guided me during my internship at Haque Group of Industries and in the preparation of this report.

First and foremost, I would like to thank my supervisor Dr. Mohammad Shibli Shahriar, for his invaluable guidance, encouragement, and support throughout my internship.

I also wish to express my sincere thanks to the HR team at Haque Group for their cooperation and assistance in providing me with the necessary information and resources. Their willingness to share their knowledge and experience made my learning process more enriching.

Executive Summary

This report presents an in-depth analysis of the **recruitment and selection process** at **Haque Group of Industries** during my internship. Haque Group, a prominent name in Bangladesh's FMCG sector, follows a systematic and structured process to attract, evaluate, and hire top talent. The report outlines the stages of recruitment, from manpower requisition to employee onboarding, and evaluates the overall effectiveness of their approach.

The report is divided into several chapters, starting with an introduction to the organization and its HR functions. It includes a detailed discussion of the recruitment and selection process, the methods used, and the various tools employed by the HR department. A major focus is on identifying both the strengths and weaknesses of the current system based on observations made during the internship.

Key findings of the report highlight the strengths of the company's recruitment process, such as its structured approach, strong employer brand, and effective use of internal promotions. However, the analysis also points out areas for improvement, including the over-reliance on traditional recruitment sources, the need for shorter recruitment cycles, and a more dynamic employer branding strategy.

Recommendations are provided to enhance the recruitment process at Haque Group, including the introduction of AI-based tools, increased focus on digital recruitment, better use of psychometric testing, and improvements in candidate communication and feedback. These changes would contribute to reducing time-to-hire, attracting a more diverse talent pool, and improving the overall candidate experience.

Overall, this report provides insights into how Haque Group's recruitment process can evolve to meet the challenges of an increasingly competitive labor market. The suggested improvements will not only help streamline operations but also position the organization as a more attractive employer, ready to face the future of talent acquisition.

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Chapter 1: Introduction

1.1 Origin of the Study

The Bachelor of Business Administration (BBA) degree at [Your University Name] requires the completion of an internship at an approved business entity. In class, students learn the theoretical aspects of business, and then go out into the world to practice what they learned.

To meet this requirement, I undertook an internship at the Haque Group of Industries, one of the leading and diversified conglomerates in Bangladesh operating in the FMCG sector, during the course of my degree. I was a part of the Human Resources Department and the company, where I actively participated in a number of simultaneous HR processes, and especially in the recruitment and selection processes.

Human Resource Management and the importance of recruitment to organizational growth made selection of the topic, “Recruitment and Selection Process at Haque Group of Industries” logical. I realized just how critical it is to have the right person in a position and so having the opportunity to learn and document the recruitment and selection processes of a major company like the Haque Group is very meaningful.

The primary objective of this research is to evaluate the systems, techniques, and the performance of the recruitment process of the respective organization and suggest possible improvements, focusing on both theory and practice, is aimed at self-development alongside providing feasible recommendations to the organization.

1.2 Background of the Study

Within any organization, success is gained through employing effective Human Resource Management (HRM), put simply an organization’s success hinges on managing its people effectively. Research by Mills suggests that these aspects of HRM; recruitment, selection, and retention strategies are the most impactful ones as these strategies shape the organization’s human capital. Recruitment is the first stage in which potential candidates are identified, and selection is the process of determining the most acceptable candidates in the identified group.

In relation to other conglomerates in Bangladesh, the Haque Group of Industries is an ancient conglomerate, and it is one of the most venerable ones too. For such firms, and specifically for the Haque Group of Industries, the importance of recruitment and selection in any organization cannot be overstated. With the diversification of the Haque Group of Industries into the food and beverage, manufacturing, logistics, and consumer goods sectors, the importance of such strategies grows drastically.

My participation in an internship program with such a company is invaluable. It gives one the opportunity to take observations on and to get involved in one such critical human resource

process. This report, therefore, presents the experience I gained as a result of the internship, the methods used by the organization, and the outcomes that could be obtained from such outcomes.

1.3 Objectives of the Study

The Major Aims of the report are as follows:

1.3.1 Broad Objective

- To take access of the practical implementation of recruitment and selection policies at Haque Group of Industries.

1.3.2 Specific Objectives

- To learn about the standard procedures followed in recruiting and selecting employees.
- To analyze the challenges faced in recruitment and suggest improvements.
- To evaluate the effectiveness and efficiency of the current recruitment system.

1.4 Scope of the Study

The scope of the internship and this report is limited to:

- Recruitment and selection activities within the Head Office and selected business units of Haque Group.
- Observations of regular, contract-based, and intern hiring processes.
- Exclusion of blue-collar and factory-level hiring details.
- Focus on office-based roles such as administration, marketing, finance, and supply chain.

This research also includes data from interviews with human resources experts, some supervisors, and new hires who completed the recruitment process during my internship.

1.5 Methodology of the Study

For the purposes of the report, both quantitative and qualitative approaches to research were employed.

1.5.1 Primary Data Collection

- **Direct Observation:** Observing day-to-day recruitment activities.
- **Interviews:** Conducted informal interviews with HR executives, departmental managers, and selected candidates.
- **Participation:** Direct involvement in drafting job ads, shortlisting CVs, scheduling interviews, and onboarding.

1.5.2 Secondary Data Collection

- **Company Manuals and Policies:** Studying internal HR policy documents.
- **Previous Recruitment Records:** Reviewing recruitment trackers and files.
- **Published Materials:** Analyzing articles, websites, and annual reports about Haque Group and general HR practices.

1.5.3 Tools Used

- Microsoft Excel for data tracking.
- Internal HRMS (Human Resource Management System) for applicant data management.
- Email and communication tools for coordinating interviews and onboarding.

1.6 Limitations of the Study

Though confidentiality agreements prevent disclosing certain sensitive data like salary offerings and rejection notes, sensitive materials were thoroughly vetted. Other restrictions, such as three months being an adequate time frame for observing every conceivable strategy variant in recruitment, were also noted. This recruitment primarily concerns office work, while factory recruitment processes could vary significantly. It should also be noted that a portion of the data collected may include a subjective element in candidate and personnel feedback, as well as from the HR staff. Even so, every attempt was made to deliver a whole and fair perception of the recruitment and selection procedures in place without being subjective to the processes of the Haque Group.

Chapter 2: Company Profile

2.1 Overview of Haque Group of Industries

Derecking back to 1947, Haque Group of Industries has and remains to be an immensely confidentarate in Bangadesh. Primary carrier the late Abdul Khalil Haque started was a trading corporation that carried outs unfortunate legacies. Thriving on the growing food market in the state, food production saw a contrast in the overseas realm. It has also claimed being the first enterprise in that market.

Today, the Haque Group has expanded into the food and beverage, consumer goods, energy, battery and logistics industries, and has a diversified line of businesses. Among the top companies in the bisquit, confectionery and soap industries, Haque has become a household name in Bangladesh, with millions of customers trusting the brand.

The Group aims provides ethically responsible and sustainable superior quality products alongside socially responsible goods and servicess. Haque Group has sustained competitive advantage and continuously innovated to provide and adapt to market changes for over seventy years.

2.2 Mission, Vision, and Core Values

Mission

“It is to manufacture and deliver outstanding quality products to the customers which in turn improves their lives while achieving the highest possible standards of ethics, social responsibility and innovation.”

Vision

“The objective is to become a globally respected and admired Bangladeshi conglomerate for quality, excellence and sustainability.”

Core Values

- **Integrity:** “Carrying business in an honest and ethical way.”
- **Quality:** “Setting and keeping standards of excellence in the products and service provided.”
- **Innovation:** “If new technologies and ideas are adopted.”

- **Customer Centricity:** “Meeting the customers expectations and satisfaction.”
- **Sustainability:** “Practicing social responsibility.”
- **Teamwork:** “Encouraging and working towards a common goal.”

2.3 Business Segments

Haque Group is engaged in diversified operations in a number of industries:

2.3.1 Food & Beverage

- **Haque Biscuits:** One of the top biscuit brands in Bangladesh.
- **Haque Confectionery:** Candies, toffees, and chocolates.
- **Haque Mineral Water:** Pure drinking water solutions.
- **Haque Noodles:** Fast-growing instant noodle brand.

2.3.2 Consumer Goods

- **Soap and Detergent Manufacturing:** Household hygiene products under "Haque" branding.

2.3.3 Batteries and Electrical Products

- **Battery Manufacturing Unit:** Automotive and industrial batteries.

2.3.4 Logistics and Distribution

- A robust logistics and distribution network supporting its own brands and third-party brands across Bangladesh.

2.3.5 Export Division

- Exporting biscuits, confectionery, and household products to Middle East, African, and Asian markets.

2.4 Organizational Structure

At Haque Group, a **centralized organizational structure** is maintained, with strong functional divisions that allow flexibility for individual business units while maintaining overall corporate oversight.

Top Management:

- Chairman and Board of Directors

- Managing Director (MD)
- Executive Directors for key divisions (Food, Manufacturing, Logistics)

Functional Departments:

- Human Resources and Administration
- Finance and Accounts
- Sales and Marketing
- Research and Development
- Operations and Production
- Supply Chain Management
- IT and Digital Transformation
- Compliance and Risk Management

Each department works collaboratively to achieve the strategic goals of the organization, ensuring operational efficiency and market competitiveness.

2.5 Key Milestones in Haque Group's Journey

Year Achievement

1947 Founded as a trading company

1957 Launched first biscuit manufacturing plant

1980 Expanded into confectionery production

1995 Started soap and detergent division

2000 Established battery manufacturing unit

2010 Export operations expanded to Middle East and Africa

2020 Digital transformation initiative started

2023 New logistics hub inaugurated

Haque Group's journey from a modest trading house to a multi-industry conglomerate reflects its adaptability, entrepreneurial spirit, and commitment to excellence.

2.6 Corporate Social Responsibility (CSR) Initiatives

Understanding the importance of giving back to society, Haque Group actively engages in several CSR activities:

- Sponsorship of educational programs in rural Bangladesh.
- Health and sanitation campaigns.
- Donations to disaster relief and rehabilitation programs.
- Tree-planting drives and green factory initiatives.
- Employee volunteer programs in community development.

These initiatives are closely tied to the company's belief that business success should be accompanied by positive social impact.

Chapter 3: Department Profile

3.1 Overview of the Human Resources Department

The Human Resources (HR) department at Haque Group of Industries plays a vital role in aligning the company's human capital with its business objectives. Human resources serves as a crucial function within any organization; therefore, they plan, implement, and manage the entirety of a company's employee-related activities, which includes recruitment and selection, training, development, and employee retention. Furthermore, the HR function collaborates with other functions in the organization to ensure that the employees are inspired, engaged, and provided with the required services and resources to perform optimally.

As part of the internship, I was exposed to the HR function and practised in recruitment, onboarding, and employee relations. This experience enabled me to understand the impacts that HR practices have on the productivity and success of the organization.

3.2 HR Department Structure

The HR department head of Haque Group is the General HR Manager and is responsible for the overall HR activities of the organization. The HR function is organized into diverse units and subsystems that are responsible for different levels of HR operations to enhance the effectiveness and efficiency of human resource management.

Key Positions in the HR Department:

- **General HR Manager (GM):** In charge of overall production, budgeting, and compliance strategy of the HR department.
- **Manager, Talent Acquisition:** Responsible for the planning and execution of recruitment drives, and selection procedures.
- **Assistant Manager, Learning and Development:** Responsible for employee training and other developmental programs.

- **Officer, Payroll and Benefits:** Responsible for processing payroll as well as managing the associated compensations and benefits.
- **Officer, Admin Support:** Provides support related to Human Resources by managing files, processing documents, and other routine tasks.

The arrangement of the HR department enables it to work together with the talent acquisition, training, and development, as well as the admin teams. This integration makes it easy to perform HR activities such as recruiting, nurturing talent, and ensuring continuous support throughout their career at the Haque Group.

3.3 Key Responsibilities and Functions of the HR Department

The primary activities of the HR department of the Haque Group of Industries are given below.

3.3.1 Recruitment and Selection

One of the most crucial roles for the HR function is recruitment and selection. The department aims to make sure that in each of the organizational roles, the right talent is present. This is done by advertising the job, managing candidate resumes, interviewing them, and making decisions on who is to be hired.

3.3.2 Employee Relations

Positive employee relations is essential for the growth of any organization. The HR department deals with conflict, grievance, and employee engagement activities. Along with that, it also monitors compliance on employment regulations and workplace policies.

3.3.3 Training and Development

The program supervisors work collaboratively with the Training Specialist in the Human Resources Department. They aim to fine-tune the employees with the adequate skill set and knowledge from each learning aid and properly configured to satisfy the employee. Haque Group deems most of the employees as valuable and worthy of investment to the firm as a representative and an asset. Thus the learning and career advancement at Haque Group is ongoing.

3.3.4 Compensation and Benefits

The employees at the firm earn at least the minimum wage and the HR department makes sure they are compensated fairly. They also take care of the salaries, additional perks, and the leave. Additionally, the department is responsible for reviewing performance every year and also for making wage adjustments.

3.3.5 Compliance and Policy Development

The HR department is responsible in making sure that the company is in abiding, with the local laws on employment, as well as the other legal requirements and rules of health and safety. The hr manager is also charged with the responsibility of developing and revising the company's internal policies and guidelines.

3.4 HR's Role in Haque Group's Growth

The HR department is key in handling the company's workforce as more and more gains are experienced and kept. The Group is set to enter as many new markets as possible and through acquisition of new talent, employee advancement, and retention, the HR team is focused on assisting the Group to remain competitive in the market.

Furthermore, with the company's international expansion comes the need for the HR function to overcome the problem of managing employees of different backgrounds. The HR policies that need to be introduced will foster inclusiveness, develop cultural sensitivity, and comply with labor regulations of different countries.

3.5 My Role in the HR Department

During my internship, I had the chance to collaborate with the talent acquisition unit and partake in some of the recruitment processes. I was primarily responsible for preparing job postings, conducting initial resume reviews, booking candidates for interviews, and guiding them during their onboarding process. I also assisted the HR department in the upkeep of the employees' files and helped in the coordination of orientation sessions for the trainees. I was able to understand the recruitment and selection process, and their impact to the success of the organization which is firsthand. It is through this role that I understood the impact of having the right people in the organization and how their energy is maximized. This is then translated into the value added to Haque Group which enhances its competitiveness.

Chapter 4: Internship Experience

Internships are important for participants to connect their academic knowledge with practical skills. As part of my training in the HR department of Haque Group of Industries, for example, I had the opportunity to practice with real world in recruitment and selection practices. This real world experience gave me a better insight on the impact of HR theories on organizational practices and developed my essential primary skills needed for my future career in Human Resource Management.

4.1 Daily Activities and Responsibilities

During my internship, I was assigned to assist the Manager, Talent Acquisition in performing various HR tasks. Some of my major daily responsibilities included:

4.1.1 Resume Screening

The first step in triaging a pool of applications is to determine the purpose of the job being described and what skills a person needs in order to complete that job. From that point, I had to classify all the candidates and, based on their behaviors, it was not complicated to narrow it down to a relevant few.

4.1.2 Job Advertisement Drafting

As part of my responsibilities, I was given the opportunity to draft and post job vacancies on bdjobs.com, LinkedIn and the company's website. Drafting and posting electronic job advertisements, I realized that in order to maximize the number of candidates, a person has to articulate the job responsibilities, qualifications, and skills needed clearly.

4.1.3 Interview Coordination

An additional task of great importance was allocating candidates interviews with the hiring managers. For each interview, I set the date, created a call list, sent email invitations, and performed candidate reminders. I learn was the practical lesson on the value of promptness and civility while dealing with business matters.

4.1.4 Assisting in Interview Sessions

I was in charge of the set up of the interview rooms, and for the interview, I asked the candidates questions. I was also in charge of the notes. Watching interviews with seasoned managers helped me learn the different effective methods used to determine if a candidate has the right skills and fits well in the organization.

4.1.5 Onboarding Support

I also engaged in the copying of the offer letters. My lesson was on how a new employee should be treated on the first day, that is, to make them feel appreciated.

4.1.6 Employee Database Management

I worked with the HR Admin Officer to ensure new joiners data was updated and all other documents were filed in the employee database. I learned that the employee data should be treated with utmost secrecy and care.

4.2 Special Projects

In addition to the routine responsibilities, I was also able to handle additional assignments.

4.2.1 Internship Program Recruitment

I helped in the organization of a new campus recruitment program for the hiring of summer interns. My responsibilities were:

- Shortlisting candidates based on CGPA and extracurricular activities.
- Communicating with university career services.
- Preparing assessment test papers for preliminary screening.
- Arranging final interview sessions at the head office.

This project has certainly widened my understanding of university-industry collaboration and the strategic development of talent pipelines.

4.2.2 HR Policy Review

I was also assigned to assist the HR Manager in reviewing and suggesting improvements for the company's recruitment policy manual. I compared and contrasted the talent development policies from Haque with the practices of a number of leading multinational corporations in Bangladesh and prepared a comparative analysis report. It was a useful experience that integrated theoretical learning with practical business applications.

4.3 Key Observations

During my internship, I observed the following important aspects:

- **Employer Branding:** Haque Group's brand reputation significantly influences the quality of applicants. Their focus on CSR and employee welfare programs enhances their attractiveness as an employer.

- **Technology Integration:** The HR department uses an internal HRMS (Human Resource Management System) which greatly streamlines recruitment tracking and employee management.
- **Panel Interviews:** Instead of relying on a single interviewer, most final interviews at Haque involve 2-3 panel members to ensure fairness and multiple perspectives in the selection process.
- **Internal Promotions:** A strong focus is given to promoting existing employees to higher positions before recruiting externally, which enhances loyalty and motivation among employees.
- **Challenges in Recruitment:** Despite the structured process, challenges like late candidate responses, last-minute interview cancellations, and talent shortages for specialized roles were common issues faced by the HR team.

4.4 Practical Skills Developed

From the experience of the internship, I was able to gain and refine many of the skills I worked on during the internship, which include:

Skill	Development
Communication Skills	Through interaction with candidates, managers, and service providers.
Organizational Skills	By managing multiple recruitment drives simultaneously.
Analytical Skills	By screening resumes and matching them with job descriptions.
Professionalism	By handling confidential information with discretion.
Time Management	Meeting strict deadlines for interview coordination and reporting.
Technical Skills	Gained proficiency in MS Excel, Outlook, and HRMS software.

4.5 Challenges Faced During Internship

Although the internship was on the whole a positive experience, there were difficulties that needed to be addressed:

- **Handling High Volume Applications:** Some job postings attracted hundreds of applicants, making shortlisting a time-consuming task.
- **Candidate No-Shows:** Scheduled candidates sometimes failed to appear for interviews, requiring quick rescheduling efforts.
- **Maintaining Accuracy:** Data entry for new hires demanded precision, and even small mistakes could cause payroll issues.
- **Balancing Multiple Tasks:** Juggling between regular responsibilities and urgent, ad-hoc tasks tested my prioritization skills.

Chapter 5: Recruitment and Selection Process at Haque Group of Industries

Within any organization, the process of recruitment and selection holds significant value. It is for this reason that the Haque Group of Industries has and continues to manage recruitment and selection in a professional and systematic approach in order to attain and keep strategic employees who are both compatible and aligned with the company's vision and values. This chapter elaborates on the detailed processes followed by Haque Group for hiring employees at various levels, including entry-level, mid-level, and senior management positions.

5.1 Definition of Recruitment and Selection

- **Recruitment** refers to the process of identifying, attracting, and encouraging candidates to apply for vacant positions within the organization.
- **Selection** is the process of choosing the most suitable candidate from among the applicants based on objective criteria.

At Haque Group, these processes are designed to ensure fairness, efficiency, and compliance with employment laws and corporate standards.

5.2 Recruitment Process at Haque Group of Industries

The recruitment process is structured and follows a step-by-step approach to ensure hiring efficiency and quality.

Step 1: Identifying Manpower Needs

The process begins when a department identifies a manpower need, whether due to:

- Expansion of operations,
- Replacement of exiting employees,
- Creation of new positions.

The department submits a **Manpower Requisition Form** (MRF) to the HR department, stating the job title, department, reporting manager, job description, qualifications, and proposed salary range.

Step 2: Job Analysis and Job Description Preparation

The HR department conducts a **job analysis** by consulting the respective department heads to:

- Understand job duties,

- Define necessary skills,
- Identify educational qualifications,
- List expected experiences.

Based on this analysis, a **Job Description (JD)** is prepared or updated for the vacant position.

Step 3: Sourcing Candidates

Haque Group uses a multi-channel sourcing strategy, which includes:

- Posting jobs on online platforms (bdjobs.com, LinkedIn),
- Publishing advertisements in newspapers (for mass hiring),
- Engaging recruitment agencies (for senior positions),
- Referrals from existing employees,
- University career service partnerships (for internships and management trainees).

The focus is on reaching a wide talent pool to ensure diversity and competitiveness.

Step 4: Screening and Shortlisting

The HR team reviews applications and resumes received against the job criteria. Screening is done based on:

- Educational background,
- Relevant work experience,
- Technical and soft skills,
- Career progression,
- Stability in previous jobs.

Shortlisted candidates are then contacted for preliminary interviews.

5.3 Selection Process at Haque Group of Industries

The selection process is designed to ensure that the best candidate is chosen through a fair, unbiased, and transparent evaluation system.

Step 5: Preliminary Interview

- Conducted by HR.
- Salary expectations, personal attributes and the level of basic technical know-how are the major areas of interest.
- Company culture, expectations, job responsibilities, and interpersonal relationships are introduced to the candidates.

Successful candidates from the preliminary round are put forward for technical assessment(s) or departmental interviews.

Step 6: Assessment Tests

Depending on the position, Haque Group conducts several tests, including but not limited to:

- **Aptitude Tests** (logical reasoning, numerical ability),
- **Technical Tests** (relevant for engineering, accounting, IT roles),
- **Case Studies** (for managerial positions).

These tests help objectively measure candidates' analytical and problem-solving skills.

Step 7: Final Interview

- Conducted by a **panel** consisting of the Department Head, HR Manager, and sometimes a Senior Executive.
- Deep-dive discussion into candidate's technical expertise, strategic thinking, leadership abilities (for senior roles).
- Behavioral questions based on the **STAR (Situation, Task, Action, Result)** method are commonly used.

Final interviews primarily are aimed at evaluating cultural alignment, as well as level of ascension and leadership.

Step 8: Background Verification

Selected candidates, post- final interviews, are subjected to:

- Reference checks (contacting previous employers),
- Educational qualification verification,
- Identity verification.

This process is essential as it minimizes risk exposure through attracting and amassing new employees while at the same time ensuring validity.

Step 9: Final Selection and Offer

Approval of the background checks:

- The HR department prepares the **Offer Letter**.
- Salary and benefits are discussed and negotiated, if needed.
- Upon acceptance, a **Joining Date** is finalized.

Step 10: Onboarding

The new employee receives the induction and orientation program which has been designed to:

- Company introduction,
- HR policies and code of conduct briefing,
- Departmental orientation,
- Workplace tour.

Proper onboarding helps in faster adjustment and increases retention rates.

5.4 Recruitment and Selection Flowchart at Haque Group

The following diagram summarizes the entire process:

Manpower Requisition → Job Analysis & JD → Sourcing → Screening → Primary Interview → Assessment Testing → Final Interview → Background Check → Offer → Onboarding

5.5 Methods of Recruitment

Internal Recruitment: Promotions, Transfers, Internal Job Postings (IJP)

External Recruitment: BD Jobs, Linked In, Job Portals, Agencies

Employee Referrals: Paid employee referral schemes for difficult to recruit positions.

5.6 Selection Techniques Used

- **Structured Interviews:** Ensure consistency and fairness
- **Skill Tests:** Measure technical abilities

- **Psychometric Testing:** Evaluate personality traits, leadership potential
- **Discussions by group:** Conducted during the campus selection process in order to evaluate the candidates' communication and leadership abilities.
- **Background Checks:** Confirm authenticity of credentials

5.7 Strengths of Haque Group's Recruitment Process

- **Transparency:** Clear communication of process and expectations to the candidates.
- **Efficiency:** Completion of each phase of recruitment within a specific timeframe.
- **Fairness:** Pre-defined metrics to evaluate candidates limits the effects of biases.
- **Talent Pipeline:** Strong internship and management trainee programs foster the development of future leaders.

5.8 Issues faced in Recruitment

- **Talent Shortage:** Scarcity of qualified candidates for technical and mid-senior roles.
- **High Competition:** Loss of good candidates to competing firms.
- **Salary Expectation Gap:** Sometimes candidates expect salaries above Haque Group's compensation bands.
- **Candidate Retention:** Difficulty in retaining candidates who are counter-offered by the existing employers.

In order to eliminate these challenges, the company is constantly updating and improving its strategies for employer branding, payment systems, and engagement with candidates.

Chapter 6: Analysis and Findings

This chapter focuses on a vital and critical analysis of the recruitment and selection activities carried out by Haque Group of Industries, based on my internship and direct observations. It focuses on the strengths, weaknesses, and potential opportunities for improvement. It also demonstrates how the HR department strategically aligns its functions with the business and helps with its expansion by properly managing the recruitment.

6.1 Analysis of Recruitment and Selection Process

6.1.1 Strengths

As a direct observer and participant, the following strengths in the recruitment and selection process of Haque Group were captured and documented:

Strength	Explanation
Structured Process	The recruitment process is systematic, with clear steps from manpower requisition to onboarding.
Use of Technology	Job advertisements, application tracking, and communication are efficiently managed through online platforms and an internal HRMS system.
Employer Branding	Haque Group's strong reputation and brand name in the FMCG industry attract a large number of applicants.
Emphasis on Internal Promotions	Preference is given to internal candidates for promotions, encouraging employee loyalty and motivation.
Panel Interviews	Use of multiple interviewers minimizes personal biases and ensures more objective evaluations.
Campus Recruitment	Regular engagement with universities helps secure young, fresh talent through internship and Management Trainee programs.

6.1.2 Weaknesses

Notwithstanding its well-devised structure, a number of obstacles were noted.

Weakness	Impact
High Dependency on Traditional Sources	To some extent, an over-dependence on job portals such as bdjobs.com and advertising in newspapers may limit access to more dynamic candidates available from online niche sources or even on specialized overseas job boards.
Lengthy Selection Process	The multi-step recruitment process sometimes results in longer lead times, causing good candidates to accept offers elsewhere.
Inconsistent Communication with Candidates	Occasional delays in updating candidates about their selection status lead to dissatisfaction and a negative candidate experience.
Limited Use of Psychometric Testing	While technical skills are heavily evaluated, behavioral and personality assessments are not regularly used for all roles.

Employer Branding on Social Media	Compared to competitors, Haque Group's visibility and engagement on LinkedIn and other platforms are relatively low, limiting its reach to a global talent pool.
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6.2 Findings Based on Internship Experience

6.2.1 Effectiveness of Job Descriptions

The Haque Group's use of relevant and current job descriptions enhances the quality of candidates vying for the available positions. However, there are instances of some units using job descriptions that are in the archive leading to a disparity within the candidate's perceptions and the job description that pertains to the position.

6.2.2 Screening Efficiency

The resume screening stage, which is part of the overall recruitment process, is more often than not, done carefully. However, it is during the periods of high demand when we see the active hiring of multiple candidates that the limited HR staff available and the resulting backlog, often a slowdown, is visible. There is no doubt that the introduction of AI tools to assist with the initial screening of resumes would greatly enhance the speed at which quality selections are made.

6.2.3 Candidate Assessment Techniques

The ability to examine application testers and case studies as well as with critical roles enhance one's capability to assess candidates in an objective manner. However, adding structured competency-based interviews could further refine the selection, especially for leadership positions.

6.2.4 Interview Experience

Most candidates appreciated the interview experience, citing professional behavior, courteous treatment, and well-organized processes. However, improvement in post-interview feedback to unsuccessful candidates can enhance the company's overall employer image.

6.2.5 Onboarding Experience

The onboarding sessions for new employees were generally welcoming, helping them adjust quickly. Still, the program could be made more comprehensive by including an informal "buddy system" where new hires are paired with experienced employees for smoother integration.

6.3 SWOT Analysis of Recruitment and Selection Process at Haque Group

Here's a simple SWOT breakdown:

Aspect	Details
Strengths	Strong employer brand, structured process, internal growth opportunities.
Weaknesses	Time-consuming procedures, limited advanced assessment tools, weak candidate follow-up communication.

Opportunities	Expansion into digital sourcing methods, use of AI tools, strong social media branding.
Threats	Increasing competition for top talent, rising salary expectations, high turnover risks in a competitive market.

6.4 Comparative Benchmarking

When comparing Haque Group's recruitment practices with leading MNCs operating in Bangladesh (e.g., Unilever, Nestlé, BAT):

Factor	Haque Group	Leading MNCs
Digital Recruitment	Moderate	High (AI-based screening, social recruiting)
Assessment Tools	Traditional + Limited Case Studies	Extensive (Behavioral assessments, gamified evaluations)
Talent Branding	Good	Excellent (Strong LinkedIn and social media presence)
Time-to-Hire	Longer	Faster (Efficient recruitment process within 30-40 days)

This shows that while Haque Group's practices are strong, adopting more modern recruitment technologies could significantly enhance efficiency and talent attraction.

6.5 Employee Testimonials

During my internship, I conducted informal discussions with newly joined employees who shared their thoughts:

- **Positive Feedback:** Professionalism during interviews, HR's friendly attitude, clear explanations of roles and responsibilities.
- **Areas to Improve:** Longer response time post-interview, onboarding sessions could be made more interactive.

6.6 Summary of Key Findings

- Recruitment and selection at Haque Group are professional and structured but could benefit from more technology-driven practices.
- Employer branding efforts need to be expanded to digital and global platforms.
- Candidate experience could be improved by ensuring timely feedback and communication.
- Onboarding programs should focus more on cultural integration, not just administrative formalities.
- Continuous benchmarking and adaptation to international HR trends will be crucial for future competitiveness.

Chapter 7: Conclusion and Recommendations

7.1 Conclusion

Recruitment and selection are fundamental functions for building and sustaining a successful organization. During my formative internship at Haque Group of Industries, I was able to ascertain that their process of recruitment and selection is comprehensive with regard to organization management and is in line with the strategic objectives sought after. The organization's HR unit in their recruitment process adopts an ordered, multi-layered procedure which is from demand to sophisticated placement, ensuring that candidates selected are of the appropriate culture and caliber. The process for recruitment is effective in recognizing talent from internal and promotions, staff referrals, as well as from outside job portals. However, some noted weaknesses were around the over dependence on older methods of recruitment, prolonged period of processing, and very little implementation of technology such as AI and psychometric tests. Regardless of these setbacks, the HR team of the Haque Group is still very committed to transparency, equity, and sustained progress. This internship allowed me to appreciate the effort with which a large company tries to strategically care for its human resources as a way to satisfy the growing needs of the business. In the end, Haque Group's recruitment and selection process is well structured. It provides the company with the recruitment process which needs to be more technologically focused.

7.2 Recommendations

I have some recommendations to change the recruitment and selection processes as a result of my observations and experiences from the internship.

7.2.1 Strengthen Employer Branding on Digital Platforms

- **Current Situation:** Screening processes are very manual in nature, particularly during the peak recruitment periods
- **Recommendation:** Launch employer branding campaigns showcasing company culture, employee testimonials, career growth opportunities, CSR activities, and workplace achievements.
- **Impact:** Improved online presence will help attract a broader, high-quality talent pool, especially among younger and international candidates.

7.2.2 Incorporate AI and HR Technology Solutions

- **Current Situation:** Screening is manually intensive, especially during peak hiring periods.

- **Recommendation:** Implement Applicant Tracking Systems (ATS) with AI-enabled resume screening to identify top candidates faster. Tools like HireVue or Pymetrics could be explored.
- **Impact:** Speeds up shortlisting, reduces human biases, and allows HR to focus more on strategic talent acquisition.

7.2.3 Enhance Use of Psychometric and Behavioral Testing

- **Current Situation:** Technical tests are commonly used, but behavioral competencies are not thoroughly assessed across all roles.
- **Recommendation:** Introduce psychometric tests (such as MBTI, DISC assessments) and structured behavioral interviews for middle and senior management hiring.
- **Impact:** Ensures better cultural fit, leadership potential assessment, and predicts long-term employee success.

7.2.4 Reduce Hiring Cycle Time

- **Current Situation:** Users experience long recruitment processes which results in losing candidates.
- **Recommendation:** Set Key Performance Indicators (KPIs) for HR, such as time-to-hire within 30–45 days for most roles. Create fast-track hiring processes for critical or urgent positions.
- **Impact:** Reduces risk of losing quality candidates and improves the overall hiring experience.

7.2.5 Improve Candidate Communication and Feedback

- **Current Situation:** Some candidates experience delays in receiving interview feedback.
- **Recommendation:** Introduce a system where HR ensures candidate updates within 7–10 working days post-interview, regardless of the result.
- **Impact:** Enhances candidate experience and strengthens Haque Group's reputation as an employer of choice.

7.2.6 Expand Recruitment Channels

- **Current Situation:** Heavy reliance on a few traditional sources like bdjobs.com and newspapers.
- **Recommendation:** Explore other modern platforms like LinkedIn Recruiter, Facebook Jobs, AngelList (for tech roles), and partnerships with niche job boards.
- **Impact:** Access to a more diversified and specialized talent pool.

7.2.7 Develop a Structured Internship Program

- **Current Situation:** Interns are recruited ad-hoc without a fully formalized development program.
- **Recommendation:** Launch a structured Internship Development Program including mentorship, project work, evaluation, and pre-placement offers (PPOs) for outstanding interns.
- **Impact:** Strengthens the future talent pipeline and reduces future hiring costs.

7.2.8 Create Talent Pools for Future Hiring

- **Current Situation:** Each new hiring cycle often starts from scratch.
- **Recommendation:** Build and maintain a talent database (Silver Medalist candidates who performed well but were not hired immediately).
- **Impact:** Reduces future sourcing time and costs by having ready access to a pool of pre-qualified candidates.

7.3 Final Words

My internship at Haque Group of Industries has been an immensely enriching experience, enabling me to understand the critical role of human resource management in organizational success. I have observed first-hand how systematic and diligent recruitment practices can drive business growth by ensuring the right people are in the right roles at the right time.

While Haque Group already has a strong recruitment foundation, adopting more modern technologies, emphasizing candidate experience, and building a dynamic employer brand will enable the organization to compete more effectively both locally and globally. Continuous improvement and strategic HR planning are key to future-proofing its workforce.

I am grateful for the opportunity to intern at such a prestigious and professionally managed organization. The knowledge and skills I have gained during this internship will significantly benefit my future career in the field of human resources.

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