



Daffodil
International
University

**Internship Report
on
Recruitment and Selection Process of Rahim Group Ltd.**

Supervised By:

**Mr. Md. Arif Hassan
Assistant Professor
Department of Business Administration
Faculty of Business and Entrepreneurship
Daffodil International University**

Prepared By:

**Kazi Mushfiqur Rahman
ID: 213-14-333
Major in Human Resource Management
MBA Program
Department of Business Administration
Faculty of Business and Entrepreneurship
Daffodil International University**

Date of Submission:

Letter of Transmittal

Date:

Mr. Md. Arif Hassan

Assistant Professor

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

Subject: Internship Report on "Recruitment and Selection Process of Rahim Group Ltd."

Dear Sir,

With due respect, I humbly request your permission to submit my internship report on "Recruitment and Selection Process of Rahim Group Ltd." This internship program has given me the opportunity to gather practical experience and explore the practices of Human Resource Management. This document fulfills a requirement for my Master of Business Administration (MBA) degree. The report integrates knowledge gained throughout my internship experience. I trust this document adheres to your established conditions and specifications.

I would like to convey my genuine gratitude for your ongoing assistance, superior mentorship, and meaningful input toward finalizing this report. I believe this submission meets your standards. I remain accessible if you require any clarification. I humbly request your positive evaluation and endorsement of this report.

Sincerely yours,



Kazi Mushfiquer Rahman

ID No: 213-14-333

Department of Business Administration (MBA)

Faculty of Business and Entrepreneurship

Daffodil International University

Certificate of Approval

I hereby confirm that the internship report titled "Recruitment and Selection Process of Rahim Group Ltd." prepared by Kazi Mushfiquer Rahman, ID No: 213-14-333, a student in the MBA Program, Department of Business Administration, has been approved for presentation and defense. The aforementioned candidate fulfilled his internship requirements at Rahim Group Ltd. while under my supervision. Kazi Mushfiquer Rahman exhibits outstanding ethical standards and personal character. The experience of overseeing his work has been outstandingly pleasing. I foresee his continued achievement in all successive professional pursuits.



.....
Signature of the Supervisor

Mr. Md. Arif Hassan

Assistant Professor

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

Acknowledgement

I extend my gratitude to Allah Almighty for enabling the timely completion of my report, which facilitated the successful conclusion of the desk research and internship report research. The report "Recruitment and Selection Process of Rahim Group Ltd." has been developed based on practical insights gained from my current role at Rahim Group Ltd. I express sincere gratitude to my supervisor, Mr. Md. Arif Hassan, Assistant Professor in the Department of Business Administration at Daffodil International University, for his sympathetic guidance throughout this report's preparation and finalization. I am profoundly thankful for the essential support from Taimur Al Mannan, HR Manager at Rahim Group Ltd., which facilitated the successful completion of my internship. My appreciation extends to Mohammad Ali, Executive-HR, Ashraf Siddique, Senior Executive-HR, and all Rahim Group Ltd. personnel. Their informational contributions enhanced my professional development and aided in this report's preparation. Finally, I express heartfelt gratitude to the students, faculty, and professionals at Daffodil International University for their understanding and encouragement, without which this report submission would not have been possible.

Lastly, I want to express my warm gratitude to the exceptional students, faculty, and professionals at Daffodil International University for their understanding and encouragement. Submitting this report would not have been possible without their support.

Executive Summary

This internship report, "Recruitment and Selection Process of Rahim Group Ltd.," develops from the MBA internship program, which facilitates the application of theoretical knowledge in practical situations. The document details the specific recruitment and selection processes at Rahim Group Ltd. In conducting this study, I integrated understandings from my professional position, academic background, and personal experiences. The first chapter presents introduction of the internship report. Chapter two contains the company background, while chapter three presents theoretical framework of the report. The chapter four covers analysis of recruitment & selection process of Rahim Group Ltd, chapter five describes the findings, recommendations & conclusion.

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Chapter-1

Introduction

1.1 Introduction

In the present organizational background, competition covers outside resource acquisition to cover talent acquisition. Human resources now constitute an organization's primary asset, with both quantitative and qualitative aspects directly influencing competitive advantage. Paradoxically, organizations have neglected human resource management despite its critical importance. Recruitment represents merely the initial phase of human resource management. Achievement outcomes impact not only organizational objectives but also serve as brand representation vehicles. Concurrently, these outcomes contribute significantly to individual professional development. Effective achievement enables organizations to secure sustained competitive advantage and substantial economic benefits. Achievement quality directly impacts employee holding rates and operational expenditures.

1.2 Origin of the Report

The MBA internship program represents a essential element for post-graduate students enrolled in the Faculty of Business and Entrepreneurship at Daffodil International University. This initiative spans 90 days and necessitates the prior fulfillment of all designated coursework. I completed my internship obligations at Rahim Group Ltd. through this program. Both my organizational and academic supervisors assigned this project to me. This internship report examines the "Recruitment and Selection Process of Rahim Group Ltd." I would like to express my gratitude to Mr. Md. Arif Hassan, Assistant Professor and Department Head of Business Administration at Daffodil International University, for allocating this project and offering direction throughout the report's development phase.

1.3 Background of the Study

An internship may be essential for satisfying the practical element of an MBA program. Theoretical instruction only proves insufficient for business students to develop proficiency in managing authentic corporate scenarios. Knowledge attains significance primarily through practical application. Consequently, we seek

appropriate implementation contexts for our theoretical knowledge to enhance its productivity. Engaging directly with relevant divisions helps optimal utilization of theoretical concepts in practical situations.

This engagement ultimately illuminates the relevance of theoretical frameworks. The practical environment enables such complementary application. The internship program encompasses three distinct stages:

- (a) Organizational Orientation:** Explaining interns with organizational structure, policies, and operational processes.
- (b) The Project Part:** Focused on a specific issue that integrates intern skills with organizational priorities.
- (c) Report Writing:** Recording research findings and recommendation throughout the preceding periods.

1.4 Objective of the Study:

Following are the objectives of this report:

- To identify the recruitment and Selection Process of Rahim Group Ltd.
- To analyze the recruitment and selection process of Rahim Group Ltd.
- To find out some problem related to recruitment and selection Process of Rahim Group Ltd.

1.6 Scope of the Study

This report mainly surveys recruitment and selection processes as essential Human Resources functions. The Human Resources Department at Rahim Group Ltd. implements these processes both periodically and annually. My understanding and experience regarding Rahim Group Ltd.'s recruitment and selection processes were developed with assistance from company employees at the Head Office, located at 29/10 K. M. Das Lane Tikatuly, Dhaka, Bangladesh - 1203.

1.7 Limitations of the Study

In spite of efficient efforts in preparing this report, certain limitations were faced:

The primary limitation involves controlled access to information, which has pointed the analytical complexity possible for this study. Staff members appear restricted from sharing sensitive or comprehensive data. Additionally, employees frequently provided limited discussion time due to their ongoing professional responsibilities. Information gathering was further hindered by busy periods and regular work projects. Moreover, published materials deficiency current updates, and the corporate website provides insufficient detail and information. While these constraints, this report will assist understanding of the "Recruitment and Selection of Rahim Group Ltd."

Chapter- 2

Company Background

2.1 History of Rahim Group Ltd.

Rahim Group Ltd. was established by the late Al-haj Abdur Rahim in 1958 in Shyampur, Dhaka, starting with a small mill called National Foundry. The factory occupied 4 bighas of land and initially employed just 30 staff members. National Foundry specialized in producing hand-loom pinions, manhole covers, iron pipes, and cast-iron cisterns. In 1968, the company launched its first re-rolling mill to produce 40 grade deformed bars. Due to the success and high demand for the initial re-rolling mill, a second mill was set up in 1976 in Shyampur and named Diamond Steel Products Company Private Limited. In 1983, Rahim Group Ltd. entered the ship-breaking and demolition sector to source metal scrap. To date, the company has successfully dismantled 49 ships of various types from different nations. The year 1983 also saw the establishment of Rahim Steel Mill in Kachpur, Sonargaon.

In 1995, Rahim Group Ltd. began producing mild steel angles, channels, shafts, and plain bars by founding Sonargaon Steels in Kachpur, Sonargaon. Undeterred by challenges, the company launched its first 30 MW power plant, Rahim Energy, on December 1, 2002, marking the start of its venture into the energy sector. Ongoing achievements, strong demand, and a drive for innovation prompted Rahim Group Ltd. to create Bangladesh's first chemical plant for the production of Ferro Manganese, Silicon Manganese, and Ferro Silicon. Another rolling mill operated by Rahim Group Ltd. is Rahim Super Extreme Ltd. The chemical plant is known as Ferro Alloy Co. (Pvt.) Ltd. In 2005, Bangladesh's first coke plant, Carbon Bangladesh Limited, began operations in Kachpur.

Starting with 30 employees and a single factory, Rahim Group Ltd. has grown into a corporation with 6,000 employees and seven industries over the past 60 years. The company's achievements and triumphs have created avenues for foreign exchange revenue and job opportunities. National and international recognition has reinforced Rahim Group Ltd.'s commitment to offering unmatched products, emphasizing quality and innovation.

2.2 Vision of Rahim Group Ltd.

Rahim Group Ltd. aspires to maintain its industry leadership by providing premium steel products, enhancing customer satisfaction, and serving as a reliable business partner for clients and vendors. The organization seeks to be the employer of choice, with focus on talent development and leadership cultivation. It aims to safeguard shareholder interests through consistent growth and value creation, while preserving stakeholder trust through ethical commercial practices and contributing to community welfare via corporate social responsibility programs.

2.3 Mission of Rahim Group Ltd.

To attain an esteemed position within the steel sector by identifying and comprehending community aspirations and requirements, while operating collaboratively with consumers, workforce, and commercial associates.

2.4 Concerns of Rahim Group Ltd.

1. Rahim Steel Mills Co. (Pvt.) Ltd.
2. Rahim Super Extreme Ltd.
3. Ferro Alloy Co. (Pvt.) Ltd.
4. Carbon Bangladesh Ltd.
5. Sonargaon Steels Ltd.
6. Rahim Energy Ltd
7. Diamond Steel Products Company (Pvt.) Ltd.

Chapter-3

Theoretical Framework

3.1 Theoretical Framework

Alan Price (2007) states recruitment & selection as the procedure of identifying and engaging appropriate candidates for employment within his publication Human Resource Management in a Business Context. He notes that proper employee selection necessitates managerial discernment and thorough planning. Price asserts that recruitment is not a straightforward selection task. Organizations vie with each other to discover the most qualified individuals who will optimally align with the organization's distinctive corporate ethos and principles to advance innovation. This endeavor is undertaken by management decisions and employers (Price 2007).

3.2 Definition of Human Resource Management (HRM)

HRM contains the activities of recruiting, hiring, deploying and managing an organization's workforce. Agreeing to R. W. Griffin "Human Resource Management is the set of organizational activities directed at attracting, developing and maintaining an effective work force." Whereas M. J. Jucious mention, "The field of HRM involves planning, organizing, directing and controlling functions of obtaining, developing, maintain and utilizing a labor force. Dale Yoder said "HRM is the provision of leadership and direction of people in their working or employment relationship."

3.3 Functions of HRM

The obligations executed by human resource management can be classified into two primary categories:

- A. Managerial Functions
- B. Operational Functions

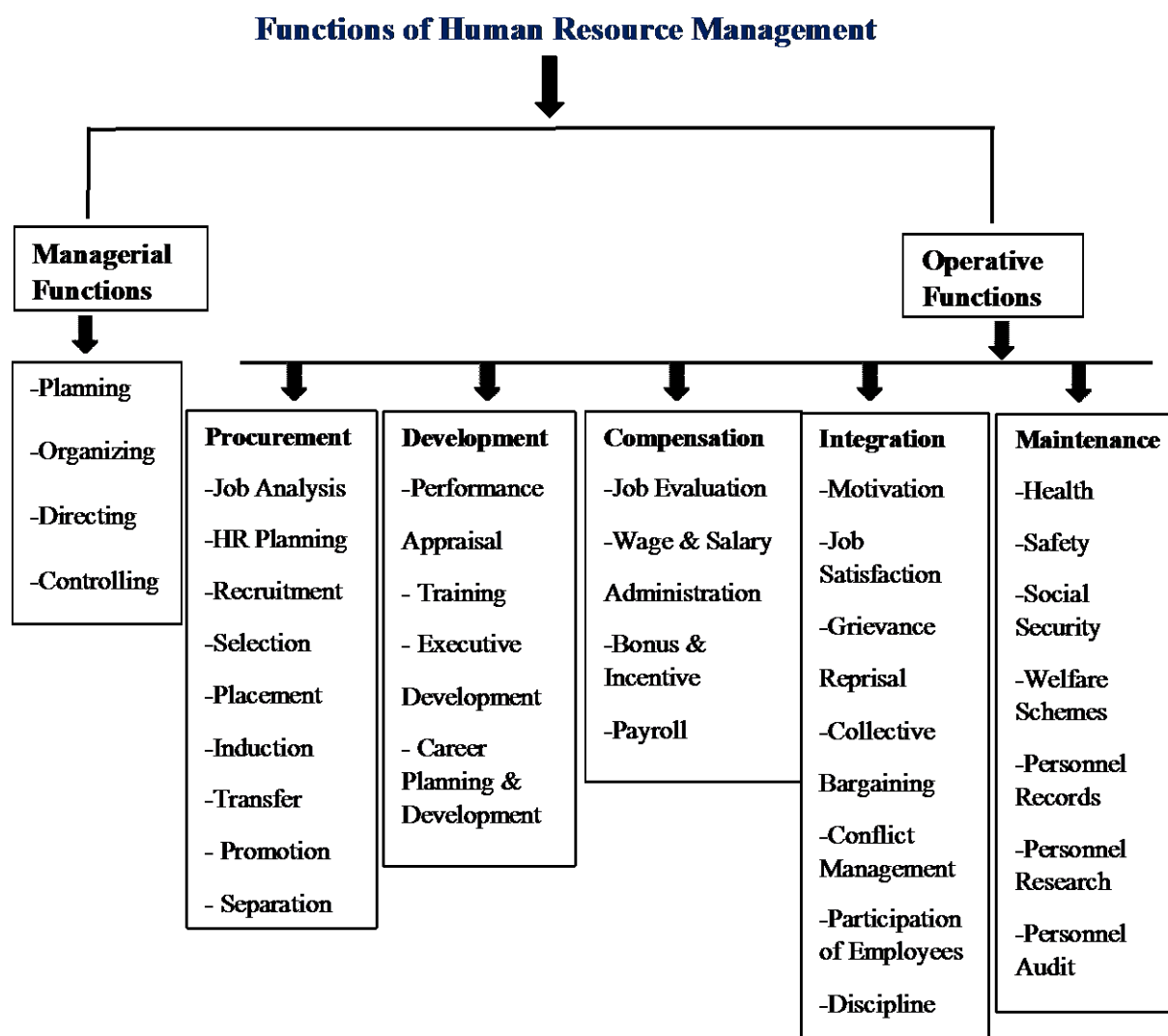


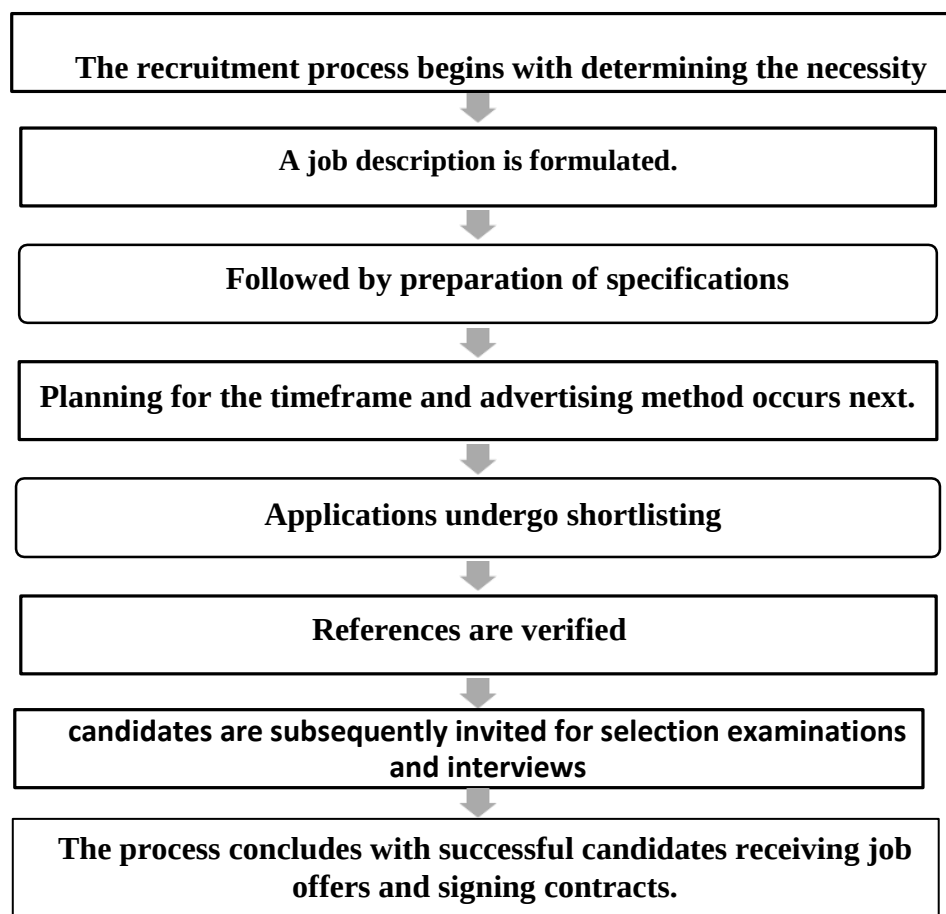
Figure: Functions of Human Resource Management

3.4 Difference between Recruitment and Selection

Basis	Recruitment	Selection
Meaning	A process establishing contact between employers and potential candidates.	A procedure of choosing more qualified and suitable employees.
Objective	Stimulates multiple candidates to apply for vacancies	Seeks to reject unsuitable applicants.
Process	Relatively straightforward.	Considerably complex.
Hurdles	Candidates face fewer obstacles.	Multiple obstacles must be overcome.
Approach	Adopts a positive orientation.	Employs a negative orientation.
Sequence	Occurs before selection.	Follows the recruitment phase.
Economy	Economically efficient method.	Relatively costly method.
Time Consuming	Requires less time.	Demands more time

Table 3.1: Difference between Recruitment and Selection.

3.5 Steps of Recruitment & Selection Process



Chapter-4:

Analysis of Recruitment & Selection Process of Rahim Group Ltd.

4.1 Human Resource Department of Rahim Group Ltd.

Rahim Group Ltd. holds the viewpoint that collaborative efforts are essential for achieving success. Their human resources departments implement comprehensive procedures adhering to the highest ethical standards. The primary objective of the HR department is to establish structured guidelines for employees, providing detailed operational information and a roadmap for desired outcomes.

The department offers clear direction for collaborative training, assessment, incentive systems, and long-term staff benefits. It accurately depicts expected results and informs employees about organizational strategies regarding their talent status, development, and value-adding initiatives.

The HR department serves as an essential orientation center for workplace relationships and policies, with each policy functioning as a directive to be executed with discretion and administration aligned with its intended purpose.

4.2 Functions of HRM

- Recruitment and Selection
- Compensation and Welfares
- Effective Management
- Overall Guidelines and Processes
- Additional Several Activities

4.3 Employees at Human Resource Department

- Head Office HR Department: 13Employees
- Factory HR Department: 7 Employees

4.4 Structure of Rahim Group Ltd.

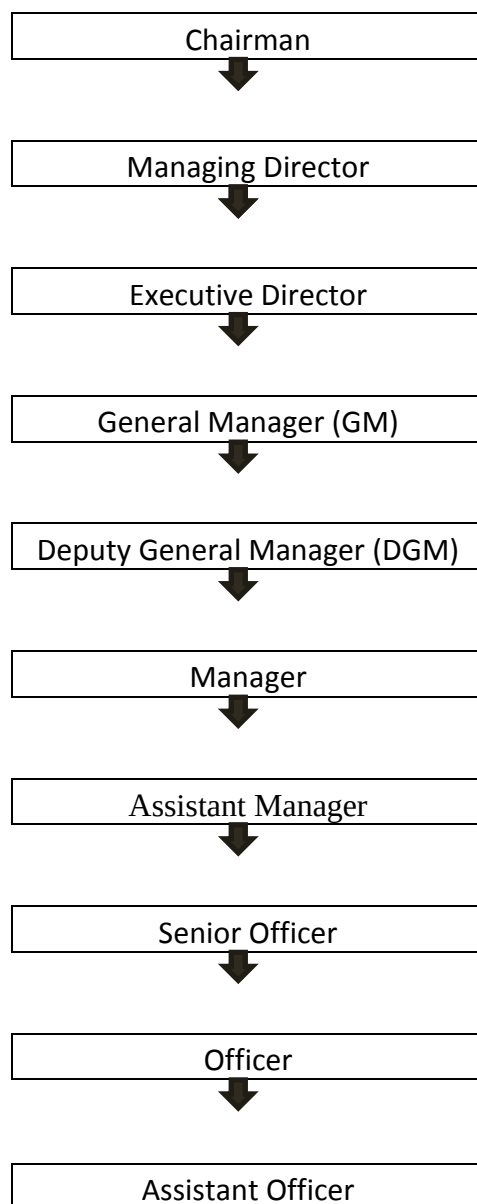


Figure: Structure of Rahim Group Ltd.

4.5 Recruitment and Selection of Rahim Group Ltd.

The recruitment and selection of Rahim Group Ltd. constitutes one of its various responsibilities. These processes' objective to attract and motivate talented individuals to join the organization. The objective is to fulfill human resource requirements, with structured process designed to identify appropriate candidates at suitable moments.

4.6 Strategies for the Recruitment and Selection Process of Rahim Group Ltd.

- Rahim Group Ltd. has established a "Code of Conduct" leading recruitment and selection process.
- Standard practices will be followed for all projects in the continuous division, with preference given to the authentic intention of standard quality steps established by the organization.
- Division or department heads are encouraged to submit employees requests to HRD when positions become available.
- Input regarding selection procedures and approaches can be required from all division and department heads.
- When a vacancy arises, the relevant division may submit a one-hour request to complete necessary tasks, accompanied by a job description and work specifications.
- The HR department holds the authority to assess employee's applications and secure approval previous to organization proceeding.
- Recruitment and selection management enables the creation of candidate profiles from various sources. These include local newspaper advertisements, internal job postings, curriculum vitae databases containing unwanted applicants, recommendations from universities and other institutions, direct information, and online listings according to relevance.
- The corresponding department can allocate 1 hour to execute necessary tasks, including job descriptions and work specifications, when a vacancy occurs within the department.

- Written examinations and interviews are conducted in accordance with information provided by HR department representatives designated by the responsible department and the respective head.
- Candidate performance is evaluated using group criteria, and the HR department may finalize the evaluation and selection process with supervisory approval.
- HR departments can notify selected candidates of their selection and request them to return to the department for standard salary negotiations.
- The HR department will supply candidates with all necessary documents/forms for accepting the selection process.
- Upon completion of the selection process, the HR department will issue appointment letters to candidates and maintain copies as acceptance evidence.
- Employees may be provided the opportunity to enter or sign a connection letter that will ultimately be forwarded to the HR department.
- When finalizing submission, the HR department verifies references, original certificates, and all related documents of candidates. Copies of all academic certificates will also be securely stored in the candidate's personal files.

4.7 Rahim Group Ltd.'s Recruitment and Selection Process Flowchart.

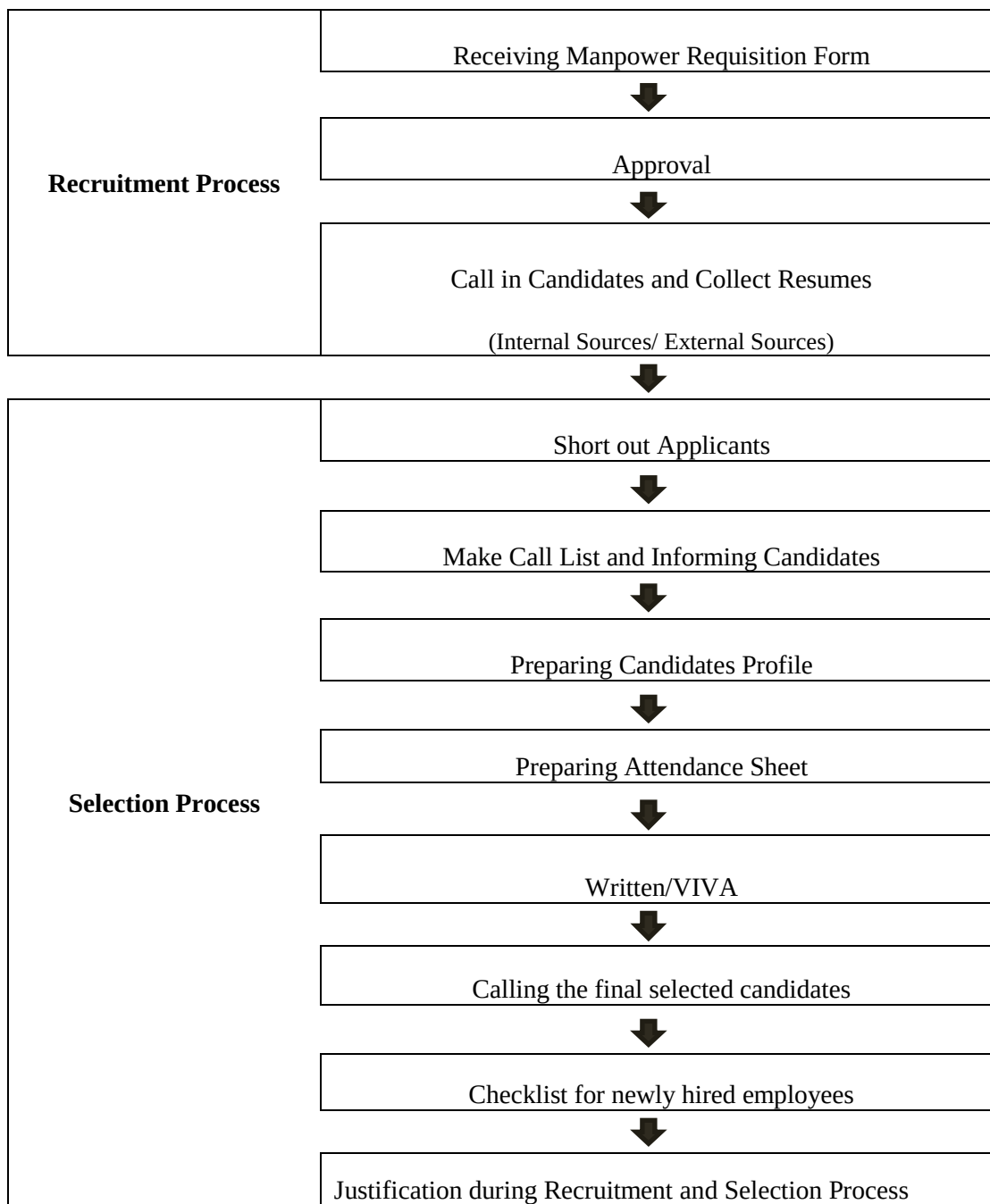


Figure: Rahim Group Ltd.'s recruitment and selection process flowchart

4.8 Recruitment Process of Rahim Group

Recruitment establishes the activity of seeking potential candidates for vacant positions and encouraging them to apply. Rahim Group Ltd. follows a specific recruitment protocol as detailed below:

(a) Receiving Manpower Requisition Form: Initially, the relevant division or department should complete the force requisition. This requisition includes several elements. These are:

- **Position Information:** The position title, department, division, type of vacancy, number of employees needed, and the start date of staff can all be noted by the head of the relevant department or division. The positions belong into two types:
 - i) Replacement
 - ii) New position
- **Job Description:** Managers share details regarding the responsibilities of the position in the job description.
- **Job Specification:** The department head may mention required skills in the job specification. He can illustrate the training, expertise, and regulation of instruction here. Although desired, a manager may note that a skill is not necessary if it is not. Management will provide additional options like an active worker, a stress-free mentality, etc.
- (b) Approval:** The sign-up process is contained within this box. The head of the applicable division or department will complete the sign-up here. The divisional leader and the HR head will sign together. After the divisional head has completed their part, it will be sent to the HR department. The HR department will review it afterward.

(c) Call in Candidates and Collect Resumes

After The HR division will start hiring as soon as final approval is received. A photocopy of the manpower request form will be sent, but the original will be kept by the HR department. After that, it will go into detail about how to take in applicants. Resumes come in two different types.

- **Internal Sources:** Internal sources provide them with resumes. Internal resources enable the HR department, which lowers expenses. Some organizations aim to make use of their own internal resources. They are:
 - **Referrals for employees:** Rahim Group Ltd. has a diverse workforce. Workforce square recommendations are a pleasant and strong Rahim Group Ltd. supply. for the instructional collection. Here, an employee of Rahim Group Ltd. may sign the applicant's resume. The employee may get in touch with the achievement officer and the talent management department if providing a signature is not possible. They're going to record it in writing. The convict and staff are used equally.
 - **Transfer and Promotion:** If a post becomes vacant immediately, HR department follows this source.
- **External Sources:** Rahim Group Ltd. collects a significant number of candidates from these sources. The sources are:
 - **Newspaper Advertising:** Promotional materials about the department's work performance are developed. They first create an advertisement and then present it to management for approval. Once the board grants approval, they schedule placements for newspaper ads. These advertisements are in square format and are featured in publications like Prothom-Alo, Bangladesh Protidin, and others.
 - **Digital Advertising:** HR department of Rahim Group Ltd. has a contact at bdjobs.com. HR employees have direct access to post a circular here. Here, they encourage entry-level, mid-level, and high-level employment. For posting jobs on bdjobs.com, they must pay 2600 Bangladeshi taka.

- **Interns:** One of the external sources is internships. The HR department is looking for resumes from interns who attended various colleges and universities. Students typically send HR division their resumes.
- **CV Bank:** Rahim Group Ltd.'s human resources department consistently manages a database of resumes. Within this database, there are two distinct categories. The first consists of unsolicited resumes. Candidates submit their curriculums as well. Some individuals also reach out regarding their professional services. The HR team retains these CVs if they meet Rahim Group Ltd.'s criteria. Other submissions are discarded through a different evaluation method. The entire batch of rejected resumes has been effectively set aside. Consequently, when the HR department requires a job candidate, they choose from these stored resumes.

4.9 Selection Process of Rahim Group Ltd.

From a pool of candidates, the most qualified applicant is chosen, and they are then offered a position. Rahim Group Ltd. uses the following recruitment process:

(a) Short out Applicants: The HR department at Rahim Group Ltd. starts their selection process after reviewing resumes. They shorten the square measurements of the two systems chosen. The HR department first reviews the applicants' resumes. They enhance the resumes before forwarding them to the appropriate division or department. After that, the relevant department will make the final decision and send it back to HR.

(b) Make Call List and Informing Candidates: This step involves notifying candidates to return for examination or interview. The HR team creates a call list containing applicants' names, mobile numbers, signatures, and remarks. The team then contacts applicants and documents their eligibility status.

(c) Preparing Candidates Profile: The human resources team can now organize themselves more effectively. They will deliver a summary of candidate profiles. Most applicant profiles are assessed through written evaluations. This summary includes the applicant's name, father's name, the last educational institution they attended, date of birth, work experience, and references. This will assist the interviewer in the second

phase in quickly grasping the applicants' information.

(d) Preparing Attendance Sheet:

Prior to the written or viva examination, the HR department is responsible for preparing the attendance sheet. This sheet contains the names of the applicants, their fathers' names, contact details, and a box for their signatures. Once everything is finalized, it will be sent to the reception.

(e) Written/VIVA: During the final recruitment process, the Human Resources Department organizes multiple assessments where candidates must undergo evaluation. After grading the exam papers, the HR department pairs them with resumes. With the candidate's approval, they later publish the written examination results. Once the written exam is passed, the HR department sets up a viva interview. This interview panel typically includes three types of individuals: interviewers from various departments, members of the specific department, and HR personnel. The director must present an overview of the available position and make requests prior to the commencement of the recruitment and talent interview process. Instead, he outlines the qualities of ideal applicants, specific job requirements, and resumes that excelled in the written examination. During the viva, interviewers inquire about the candidates' academic backgrounds and professional objectives. They seek to understand the job responsibilities of the candidates. The interviewer presents a hypothetical situation to gauge the candidates' reactions. They also ask about the candidates' expected salaries. Individuals who have worked before will be asked about their previous companies and the reasons for their resignation. In basically, interviewers use a variety of criteria for evaluating candidates. These aspects are:

- Appearance
- Body language and eye contact
- Knowledge of the job
- Relevant experience
- Knowledge of IT
- The ability to communicate verbally

The final candidate will be chosen using the cumulative ratings of all interviewers. They will choose at least three applicants. The second and third best candidates will be chosen if the first option is not given to someone. The director conducts the

ultimate interview and makes the final decision regarding the most qualified applicants.

(f) Calling the final selected candidates: The HR department makes sure the first-choice candidate will eventually be able to work for their company after the process is over. The Human Resources department will select the second- or third-best applicant if the top applicant for the position rejects. Following considerable consideration, the Human Resources department was selected to provide the necessary documentation on specific day.

(g) Checklist for newly hired employees: A new hire needs to fill in a number of essential documents, such as:

- **Updated CV:** The new employee will submit a resume in English.
- **Certificates and Transcripts:** The new employee must provide original and duplicate copies of all certificates. The HR team will retain one original copy and duplicate the others while keeping all photocopies for personal records. Photocopies do not need to be certified. If there are no post-joining obligations, the employee must present all certificates and may need to apply for certifications with HR.
- **Release Order:** Employees with previous work experience must secure a release order from their former employer to be able to join the company.
- **Four Passport Size Photographs:** Four similar passport-sized color pictures with their name and signature on the back are required of all new employees.
- **NID Card Copy:** Each new employee must submit a photocopy of their NID
- **Employment Offer Letter:** The selected candidate will confirm an offer letter issued by the HR department outlining position terms and organizational requirements
- **Joining Letter:** Subsequently, the new employee will endorse an appointment letter specifying joining date and location.
- **Bank Account Details:** The new employee must provide their Bank account number.

(h) Justification during Recruitment and Selection Process:

- **Academic Degree:** Upon submission of educational credentials, the HR department's initial step involves verification of these certificates.
- **Previous Employer:** The HR department will verify references by contacting previous employers and researching historical company information.

Chapter 5:

Findings, Recommendations & Conclusions

5.1 Findings

Considering my three months of work experience from internship, it seems quite challenging to provide recommendations. After examining and analyzing recruitment & selection process of Rahim Group Ltd, I have found insights that are purely reflective of my personal experience.

- Rahim Group Ltd. uses traditional method for recruiting & selecting candidates.
- Human Recourse Department of Rahim Group Ltd. does not arrange training session for newly selected employees.
- Recruitment & Selection process of Rahim Group Ltd. is lengthy & candidates have to pass various steps for getting job. For this reason, this recruitment & selection process takes more times.
- The organization proves carelessness regarding responsibilities, as the HR department fails to communicate with unsuccessful candidates during the recruitment & selection process.
- Rahim Group Ltd. uses references for recruiting new employees. These references are responsible for unskilled employees.

5.2 Recommendations

After reviewing my findings, I have made all efforts to provide the most effective recommendations that will improve the HR Department's efficiency and effectiveness.

- Rahim Group Ltd. need to use modern & digital system for recruitment & selection process. It makes effective & efficient recruitment & selection process.
- The new employee at Rahim Group Ltd. receives no training. However, if they offer employees any kind of training program, it will be easy for them to adapt to the new the environment. Rahim Group Ltd. has to start training its managers on conducting effective interviews.
- Rahim Group Ltd. should take necessary steps for avoiding lengthy process for recruitment & selection process. Which save time & make the candidates comfort.
- The HR department needs to get in connection with rejected candidates. They can at least send an email from the applicants' email. To let candidates, know the date, time, and place of their interviews, the HR department can send them a message or email.
- Rahim Group Ltd. should use external recruitment sources for avoiding references.

5.3 Conclusion

Recruitment & Selection process qualify the Rahim Group Ltd. to evaluate the position & select qualified employee to lead the organization future. Recruitment & Selection process is very major component for any organization. So, Rahim Group Ltd. should give more focus on selecting a candidate who can follow the organizations rules, values, ethics for organizations development. The organization should be more conscious about their problems for their continuous development.

From the above discussion, we can say that, Rahim Group Ltd. is the large steel industries in our country. They have various type of steel products. They follow standard strategies for operating their organization. It's making the organization more developed and advanced. Their employees are satisfied for their effective & efficient operating strategies.

Recruitment & Selection Process of Rahim Group Ltd. is very satisfactory. For this reason, employees are happier to this organization. Employees are working willingly for Rahim Group Ltd.

But, making the recruitment & selection process more active the company should review the recruitment & selection process.

That can make Rahim Group Ltd. great at recruiting & selecting employees. Besides, the company will get skilled employees. That will assist to increase the company revenue. Efficient & qualified human resource is the most major component of this company. Rahim Group Ltd. monitors the activities of its rival and makes marketing decisions earlier of time.

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