

Internship Report

On

**“Effectiveness of MPO Recruitment and Selection Process of Square
Pharmaceuticals Ltd. and Escalate Efficiency.”**

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of

Bachelor of Business Administration

BRAC Business School

BRAC University

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Declaration

The following declaration is made:

- I/we have submitted an internship report while pursuing a degree at BRAC University, which is my/our unique work.
- Nothing is included in this report which contains any material submitted or accepted for a different degree or diploma at a university or any other institution.
- This report does not incorporate any formerly published or written content by a third party unless it is properly credited with complete and exact referencing.
- Due to confidentiality purposes, the names of the companies are not being disclosed in chapter 3 for comparing effectiveness of Recruitment and Selection.
- I/we have acknowledged all major derivation of assistance.

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BRAC University.

Letter of Transmittal

Mr. Zaheed Husein Mohammad Al-Din
Senior Lecturer
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship report on “Effectiveness of MPO Recruitment and Selection Process of Square Pharmaceuticals Ltd. and Escalate Efficiency”.

Dear Sir,

With due respect I am, an undergraduate student of BRAC Business School, glad to submit this internship report which is a part of my Bachelor's degree from BRAC University while working at Square Pharmaceuticals Ltd.

This internship program has given me an opportunity to analyze real-life work very closely and interpret the difference between the theoretical study and real-life work. Though I am on the learning curve, this report and my internship have enabled me to acquire insights into the core fact of the MPO recruitment and selection process. Continuing an internship and writing a report simultaneously is a bit challenging and this report was written under pressure. So, I hope and humbly request you to consider all discrepancies that may contain this report.

Lastly, Thanks to all for your support, help, and guidance. Without any of their inspiration, this report would have been an incomplete one. Meanwhile, contact me for any queries.

Sincerely yours,

Nuzhat Naoshin

ID: 18304090

BRAC Business School

BRAC University.

Acknowledgment

This report has been undertaken as a part of my recruitment for a Bachelor's Degree in BUS400 at BRAC University.

I would like to express my gratitude and give a vote of Thanks to all people who have made this report successful. Firstly, I am thankful to my academic supervisor Zaheed Husein Sir, for guiding me throughout the whole process and helping me to be on track. Because of his proper instruction, I was able to complete this full report without any hassles.

Finally, the acknowledgment goes to my on-site supervisor Mr. Khalid Abdullah for helping me to extract information and giving advice for the development of my internship report. Furthermore, I am also thankful to Salim Solaiman sir Adjunct faculty of Brac Business School who has supported me unconditionally in this course of this journey.

Thank you.

Sincerely,
Nuzhat Naoshin
ID: 18304090

Executive Summary

This internship report deliberates about MPO Recruitment and Selection of Square Pharmaceuticals Ltd. which is segmented into three chapters.

The first chapter is solely based on my internship details including my experience, outcomes, and challenges faced during this period along with recommendations. The next chapter is a detailed analysis of Square as a whole which also incorporate the company overview, financial practice, HR practice, marketing practice, operations, and executions to explore it in depth. Finally, the third and most important part contains my research topic which is “Effectiveness of MPO Recruitment and Selection Process of Square Pharmaceuticals Ltd. and Escalate Efficiency.” It explains that they are already handling it effectively hence they need to be more efficient by adopting new technic to reduce work pressure and hassle. A required survey was done on 126 MPO which shows a positive response towards it.

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Chapter 1: Overview of the Internship

1.1 Student Information: This is Nuzhat Naoshin (ID: 18304090), currently pursuing my BBA program under BRAC University from BRAC Business School with a double major of Human Resource Management and Finance.

1.2 Internship Information

1.2.1 Company Name, Period, Department/Division, Address

So, I have gotten an opportunity to do my internship at **Square Pharmaceuticals Ltd.** Started from June 1, 2022, to August 31, 2022. Basically, I have worked in the MPO Recruitment and selection team under the Human Resource Department and its location is Square Centre 48 Mohakhali C/A, Dhaka 1212, Bangladesh (opposite BRAC University).

1.2.2 Internship Company Supervisor's Information: Name and Position

My assigned supervisor at Square Pharmaceuticals Ltd was **Mr. Khalid Abdullah**, Senior Executive of the MPO Recruitment and Selection team. During my internship period, I worked Straight under his superintendence. In addition to that, I have also assisted Mrs. Anjuman Arah and Mrs. Lora Saha Executive of the MPO team, over and above that got some chances to work a little bit with other teams like the Recruitment and Selection team and the Learning and Development Team.

1.2.3 Job Scope – Job Description/Duties/Responsibilities

As an intern, working under MPO Recruitment & Selection team, my major responsibility was to assist them from the starting of MPO recruitment and selection to the end of their induction training, also obliged to help them in their daily work. Throughout this entire duration, this has given me an opportunity to observe the whole process closely and how they work. Mostly, I was accountable for checking their script (Training script and MPO selection script), making an assigned database in Excel, creating results, and calling candidates to apprise or verify all details and updates.

Firstly, I started my work by checking scripts and I examined two categories of scripts, regular induction training scripts and Walk-in Interview scripts which has had two parts, IQ & math and English with Biology. Gradually, I invigilated and made their results sheets in both of the cases. It is essential to have personal information while they are used to recruit MPOs. During recruitment and selection, before joining, or even in case of transfer, I used to build, reform, recheck, and compile database (Excel Files)/ documents as per requirement which was also a part of my regular tasks.

Moreover, file compilation, sorting, keeping records of their information, and inspecting MPO Field Training bills were also a vital task of mine. Apart from these, I have done phone calls for data confirmation or for informing anything, checking their eligibility (checking SSC, HSC, and Bachelor certificates from the online result site), and updating the database on regular basis.

Eventually, I also contributed by developing their Training Evaluation Form and converting it from manual to Google form. By this time, I got to know about this whole process and how they evaluate trainees based on criteria, how they keep track record of their performance, summarize the whole thing and report it further to the designated person.

1.3 Internship Outcome

1.3.1 Students' contribution to the company

I actively assisted the MPO Recruitment and Selection team where my every work and support definitely reduced some of their workloads and thrived their work progress. I have mostly assisted them in terms of script checking, result making, invigilating, file compilation, etc. As a consequence, my team has conducted their daily work seamlessly.

Specifically, in July, I examined 2 sets of 234 scripts and updated their results and information during their Walk-in Interview which has definitely saved their time and workload. In addition, calling people and informing the updates has also helped them to go to the next steps. Not only that I have also updated a database of 192 selected candidates which has allowed them to go for further steps.

Altogether, I have contributed into three Walk-in interviews, Training evaluation and overall Induction Training by invigilating, checking script, making training evaluation form, and extracting result from it. Every time, I have prepared data or compiled employee files that required a huge amount of manual work which will definitely alleviate the burden of it.

Finally, I have developed their training evolution containing around 60 faculties based on different criteria and compiled them into one google form on per daily basis. Now, it will definitely save them from hassle, wasting a huge amount of paper and time while compiling results. Also, I have contributed as well by making interview schedule, CV summary and compiling excel file of other teams. So, to conclude, my academic knowledge and my contribution have abetted my supervisors and sometimes, other teams in several ways, allowing them to focus on other magnificent task.

1.3.2 Benefits to the student

It was my first experiential learning which I have acquired by working here practically. Not only that, it gives a scope to enlarge our theoretical learning and understanding by doing it on the spot. For instance, Recruitment and Selection. Over and above that, how they work, process, work

sequence, and techniques are also there to be understood. Additionally, I have gotten a window to work with other teams which usually expand our work experience and help us to learn new things. Apart from these, there was a unique system where I got a chance to have an in-depth session with each and every team to understand and get an idea about the whole HR functions and practices explained by the individual team head. In a nutshell, this internship has allowed me to understand HR functions and practices at a glance.

1.3.3 Problems/Difficulties (faced during the internship period)

Here are some difficulties that I have encountered during my internship period

1. Initially, working 9 hours was very challenging as it covers a huge time span of a day. Though I was capable of accustoming this, however, writing my internship report in the midst, was hectic.
2. It requires huge manual work which was hard, sometimes boring, and hard to keep track of or check anything.
3. Same long and inflexible working hours work as a demotivating factor sometimes.

1.3.4 Recommendation (To company for future internship)

1. Firstly, they should reduce the amount of manual work in the case of filing systems or documentation and move to automated work as much as possible. Additionally, they can train interns on software-based work rather than manual work as it is a tedious task and need huge time and stamina.
2. Paper waste is a crucial thing that I have encountered here which should be stopped. They should prefer data base over printing unnecessary documents and employees should be trained in this way as well.
3. Organization timing should be flexible also 8 hours will be preferable.
4. There should have an opportunity for interns to directly involve with HR based Software like HRIS, SAP etc.

Chapter 2: Organization Part

2.1 Introduction

2.1.1 About Square

Square Pharmaceuticals Ltd. is a leading company of Square Group, started from 1958 to today, it has proven its capability at every point and established itself as a flagship company. Not only across our country, but it has also inaugurated itself as a Global player, and starting from 1985, it has been securing 1st position continuously. Square Pharmaceuticals has mainly three-part, Human medicine, Agroveter, and Crop care which are under their supervision.

In 1991 it went public and enlisted itself into the share market and according to the 2018-2019 annual report it is covering 16.95% of the market share with a growth rate of 10.85%. Currently, Square Pharmaceuticals Ltd. has been exporting to 43 countries, and very soon it will start its journey in Kenya as well.

2.1.2 Mission

Their mission is to focus only on quality and innovation so that they can provide standard products to customers and also maintain shareholder's and stakeholder's interests.

2.1.3 Vision

They visualize themselves as material and social security for employees, investors, and society at large in addition to wealth and moral gain as a part of human civilization.

2.1.4 Objectives

Based on market function, Social and legal framework, their principal objective is to overseas transparent business operations all over the world.

2.2 Company Overview

2.2.1 Company History and Growth

Square pharmaceutical Ltd. has known a Bangladeshi multinational company that was founded as a private firm by Samson H. Chowdhury accompanied by PK Saha, Radhabinod Rai, and Kazi Harunur Rashid. Gradually it went private to a public limited company and enlisted itself into Dhaka Stock Exchange and started flourishing day by day. Moreover, according to their website Milestone of Excellence (1958 to 2021), they got technical collaboration from Japanese Pharmaceutical Company (1974), then soon started to lead in the Bangladesh market (1985). Soon after, it became the pioneer export company of Bangladesh in 1987. In 1997 it acquired National

Export Trophy for export and became UNICEF’s global supplier (2002). Additionally, they have achieved Banker’s Forum award for ethical business (2006), UK MHRA approval for Dhaka unit (2007), Australia approval for therapeutic good in Dhaka unit (2012), and USFDA Award (2015). On top of that, they started gaining multiple achievements in a year starting from 2016 to 2019 where they achieved the HSBC Export Excellent award, ICMAB best corporate award, National Export trophy, and whatnot. Lastly, they accomplished President’s award as a successful enterprise in the category of the large-scale industry for Industrial Development in 2019.

Currently, their net profit is 14.74 billion according to the 2020-2021 annual report with the sale of 58.35 billion where BDT 1.5 billion was from export sales.

Currently, Tapan Chowdhury is the CEO of this company and all over the country, 28000 employees are working with a total of 859 products mentioned **(Panthy, 2021)**.

2.2.2 Square Sister Concerns



2.2.3 Departments

According to **(Panthy, 2021)** some department has been enlisted here in which are following way

1. Accounts & Finance Department
2. Distribution Department
3. Engineering Department
4. General Service Department (GSD)
5. Human Resources Department

6. Information Technology (IT) Department
7. Internal Audit
8. International Marketing Department (IMD)
9. Market Research & Planning Cell
10. Material Management and inventory control
11. Medical Services Department (MSD)
12. Product Development & Validation
13. Product Management Department (PMD)
14. Production Department
15. Production Planning
16. Project Management Department
17. Quality Assurance Department
18. Quality Control Department
19. Quality Management & Audit Export Markets and products
20. Sales Department
21. Share & Corporate Affairs
22. Supply Chain Management
23. Technical Service Department (TSD)

2.2.4 Export Market & Products

Square Pharmaceutical Ltd has 859 products mentioned by **(Panthy, 2021)** where their pharmaceuticals products are covering a huge number of products which is 637. Apart from these, Agrovvet, pesticides, Herbal, Pellet, and Basic chemicals are overlaying 134, 36, 30, 14, and 8 products respectively.

Currently, they are exporting to 43 countries worldwide including Asia, Africa, Oceania, Central, and South America, Europe, and North America. Among them, the major exported countries are the USA, the UK, Afghanistan, Hongkong, Malaysia, Philippines, Singapore, Kenya, Uganda, Nigeria, and many more.

2.3 Management Practice

2.3.1 Leadership Practice

Square Pharmaceuticals follows a group discussion-based decision-making process that dictates their leadership practice. All members provide their suggestions and take decisions through a meeting under the supervision of board members. Moreover, the highest level of authority is responsible for providing feedback, overseeing operations, and directing the affairs of the corporation through significant deputation and accountability via the hierarchy.

It will definitely help the whole department to be informed of every decision which has been taken and also guide everyone in the same direction. In this way, this leadership practice actually helps them to reach the same goal and helps to avoid confusion and distraction practicing this it.

2.3.2 Human Resource Practice

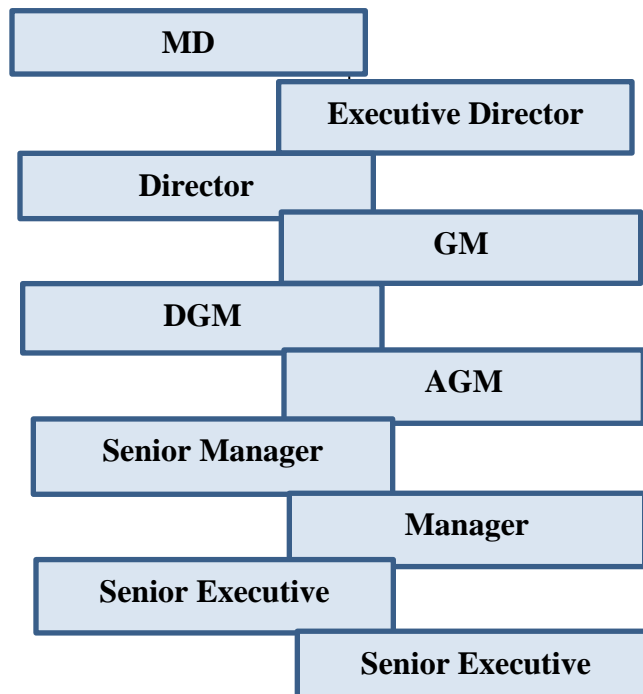
HR Department always plays an integral part in the growth and excel of the overall organization. From entry to exit along with from salary to insurance of employee, HR Department handles every single detail of its details. Hence, some of the responsibilities are mentioned here including, performance management, recruitment, onboarding, training & development, salary & compensation, insurance policy, employee exit, maintaining employees' data and reinforcement of the company's values, etc.

To maintain these some separate teams are allocated in Square pharmaceuticals limited like recruitment and selection, learning and development, reward management, field force management, HRIS team, public relation, HR operation, and Administration part which includes the general service department.

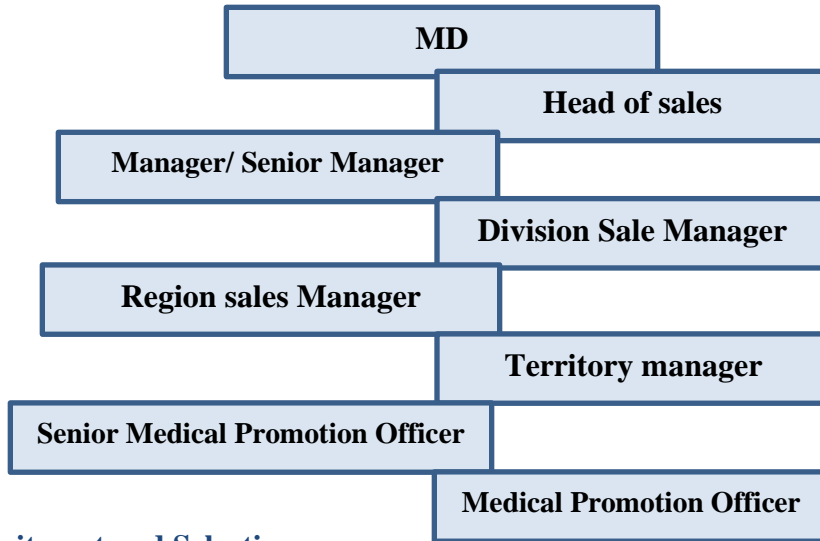
By all these teams the whole organization is being supported through strengthening, shaping, and contributing the organization's culture with efficacy.

2.3.3 Organogram of Square Pharmaceuticals

Hierarchy of Management Employee



Hierarchy of Field-Force (Non-Management) Employee

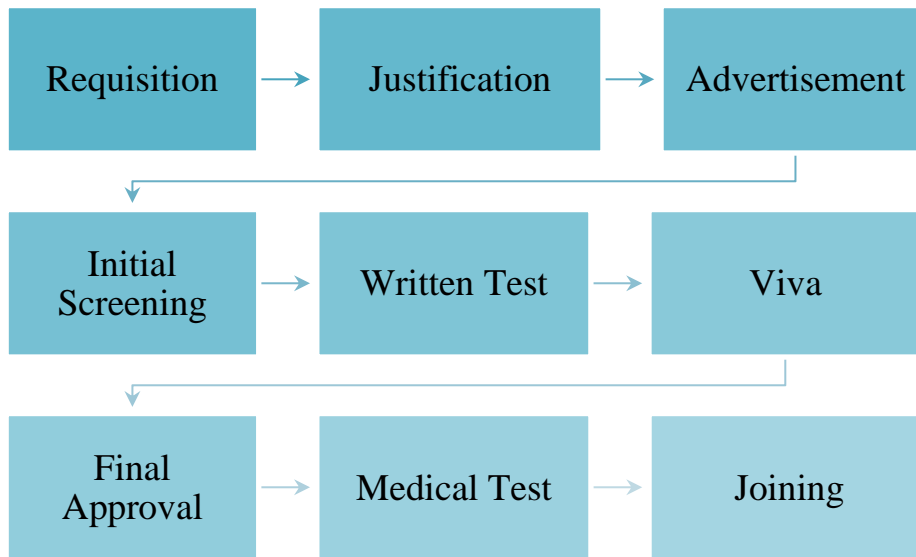


2.3.4 Recruitment and Selection

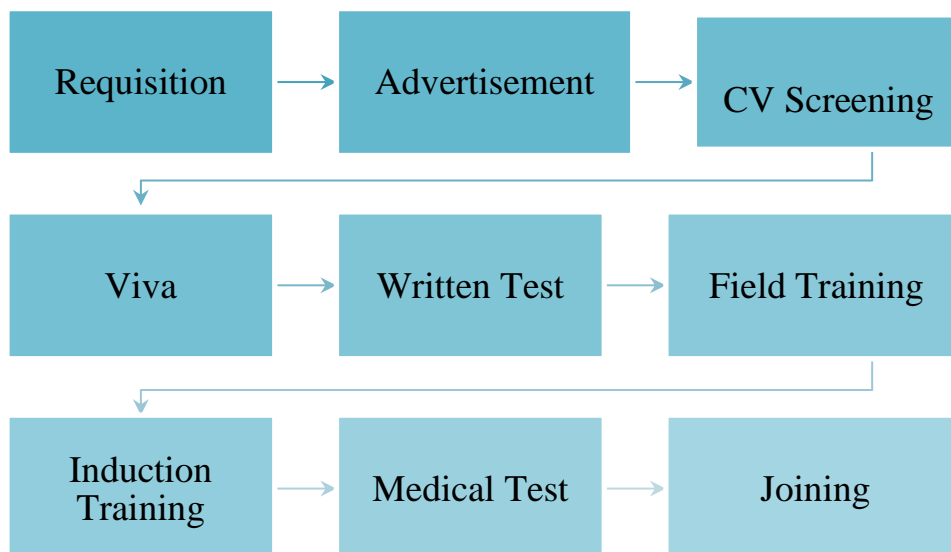
This is the most crucial part of any company whereas in Square it is the most frequently done job in the Human Resource Department.

Mainly, there are two types of Recruitment and Selection, Management (Regular) employee and Sales Force (Field) employee where regular executives will fall under Management and Medical Promotions officers (MPO) will fall under Sales Force (Field) employee recruitment and selection. For that, they two different styles of recruitment and selection process which are in the following way

For Management (Regular) Employee: After analyzing needs and existing situations different department file requisition for new employees to the HR department. By filling up some information including the assigned post, the name of the position with the salary for that vacancy they need to justify and clarify the requisition. Through that, they need to justify that requisition and after those formalities, actual recruitment and selection start and within 60 days, they need to full fill it. Afterward, HRD starts giving advertisements in terms of external hiring through Bd. Jobs, LinkedIn mainly. Next, they start screening CVs based on required criteria they proceed further for the initial viva, written test, final viva, and medical procedure to get the final candidates.



For Sales force (Field) Employees: Here most frequently they usually onboard Medical Promotion Officers (MPO) and the process is slightly different from regular recruitment and selection. First of all, this recruitment and selection are solely based on Walk-in-interview, and after placing a job advertisement, they start selecting candidates directly on their designated date by screening candidates' CVs on the spot. They start selection from different units, for example, Dhaka, Chittagong, Rajshahi, Rangpur, etc. By taking interviews where candidates are being judged by certain criteria like education background, communication skill, selling skill, physical condition and soon after they seat for the test (IQ and written). Moreover, the candidate must gain a 50% mark to be selected. In the last stage, field training is required to get an idea of the field jobs at a glance then they can join induction training. After completing training successfully and the required medical test they can finally get a joining letter with posting and become ready for the job.



2.3.5 Compensation System

Compensation system is directly related to the employees' information, motivation, promotion, and the performance itself. HRD believes that the right proportion of work and monetary and non-monetary compensation package support the company and help to be aligned with its human assets. Square Pharmaceuticals Ltd. is accomplished to a compensation and benefits program that is competitive, Impartial, and progressive. Also, keeping all the labor law factors in mind the compensation and benefits package have been made crucially and precisely so that employees get what is right and don't feel negligible. This includes Bonus, Provident Fund, Discount on products and services, Life Insurance, Free Transportation, Free Lunch, and so on. They also consider the economic factor and raise salaries for the sake of inflation adjustment as well.

2.3.6 Training and Development

Every organization required Training and Development to mitigate skill gaps and enhance performance. Hence, Square also offers Training and Development opportunities to meet established performance objectives, develop team management, leadership behavior, communication, boost efficiency and adjust to the changing market.

In that case, there are some procedures based on which they must proceed, for example, TNA, performing the survey, formal informal interview for making training plan, provide training circular on the action.

So, on-the-job training, and off-the-job training are usually focused on training and development. In terms of on-the-job training, they frequently follow job rotation, and job enrichment techniques as per need to reduce the threat of dependency on a small number of people. Moreover, due to technological advances, this part is essential to groom existing employees. On the other hand, field force training, Management development training, Overseas training, Territory manager training, Distribution, and Overseas training will fall under off-the-job training.

After getting training purposes from different departments HR proceeded further also in charge of coordinating all processes including international training and keeping track records of all employer's personal files.

2.3.7 Performance Appraisal

To explore the top 10 talented employees of the company, Square Pharmaceuticals Ltd. pursue 3 different ways to evaluate individual talents. Basically, they evaluate talents through Peer Feedback, Supervisor Feedback, and Customer Feedback which allow them a 360-degree evaluation of an employee based on their performance.

Peer Feedback is reviewing each other based on two criteria

Supervisor Feedback is evaluating a particular employee directly by their assigned supervisor.

Customer Feedback refers to the internal department that rate each other based on their provided services and satisfaction level.

2.4 Marketing Practice

Within marketing practice all other aspects can be counted including promotion, value proposition, pricing, brand positioning and so on which are described in the following way

2.4.1 Marketing Strategy

Square Pharmaceuticals Ltd. is a gigantic company with a vast number of products. So, their marketing practice is also huge with a unique strategy as it is not allowed to promote pharmaceutical products openly. As sales of medicines directly contributed to the profit gaining, obviously marketing or promotional activities place a crucial role here.

Altogether, they follow mass marketing concepts as they target every patient and cover each section of doctors for promoting and representing their products. Apparently, they are following 4P which includes product price promotion, 4C customer, cost, convenience, and 4D deciding, designing, and delivering in their marketing stated (**Panthy, 2021**).

2.4.2 Targeting and Positioning

As they are already ruling in 43 countries, basically, they are following the Geographic target market. Besides, as per (**Amin et al, 2015**) Square segment its market according to indication, Patient profile, physician type, and doses in real life.

Also, for brand positioning, they constitute their quality product to the customers also a vast number of medicines where they put customer satisfaction and value proposition on the top priority.

2.4.3 Marketing Channels

Here marketing or promotional activity is solely run by Medical Promotion Officer (MPO) who recommended their products to doctors, hospitals, and pharmacists. Also, they use billboards, magazines, and websites for promoting their products.

2.4.4 Promotional Activity

In gift item include food item, stationery item, household item like coffee mug, glass set, and dinner set along with electric item like a clock, light or lamp, etc. revealed by (**Muntaha**

, 2017). Apart from these, they have printed promotional materials like writing pads, show cards, newsletters, lift-let, posters, brochures, etc.

2.5 Financial Practice

Apart from their market and management performances it is also essential to estimate the financial forecast and its viability. To evaluate financial performance, it is necessary to measure some indicators including profitability, market value, efficiency, liquidity, and solvency by ratio analysis. It also allows for assessing the trend and helps to compare the financial results, which may help investors to make a better investment decision. A brief exploration of the financial performances of Square Pharmaceuticals Ltd. which were directly extracted from its annual report are in the following way.

Earnings per share:

This parameter is to measure the money generated by each share and calculated by dividing earnings by the number of shares outstanding. This parameter is very useful for investors at the same time company itself to check how worth and profitable the EPS is. Obviously, the highest EPS indicates the continuous better position of a particular company which has been shown in the following way.

Element & Year	2020-2021	2019-2020	2018-2019
EPS	17.99	15.06	14.98

As per the table, it is stating how it has been increasing throughout the years even though this Covid19 pandemic couldn't affect it.

Profitability Ratio:

This ratio indicates how much profit a company is and particularly, the Net profit margin is one of them which shows profit is being generated by net income. It used to be measured by dividing net profit by the revenue and presenting it in a percentage.

Element & Year	2020-2021	2019-2020	2018-2019
NPM	27.33%	25.23%	24.87%

This table also presents the NPM percentage of Square pharmaceuticals which has been increasing sharply. This indicates it is a profitable company that will help investors to invest and the company forecasts further and make decisions based on that.

Return on Asset:

Basically, it is calculated by dividing the net income on an investment by the expense of that investment. To analyze the ratio between net income and its expenses ROI must be calculated to evaluate the company’s gain in comparison to its cost.

Element & Year	2020-2021	2019-2020	2018-2019
ROI	16.71%	16.32%	37.51%

This table also revealed how its ROI has fluctuation over these three years. It shows that Covid19 has impacted here due to the increment of their costs.

2.6 Operations Management and Information System Practices

The entire operation is run by the software named SAP (system application and product in processing) software. All administrative and operational information stored in this software including personal information on performance, leaves, etc.

Even all MPO, and SMPOs usually send information regarding chemist medicine stores and demands to DPO through their own software.

Thus, this software reduces administrative costs and improves the efficiency, productivity, and resource management of this organization.

2.7 Industry Competitive Analysis

2.7.1 SWOT Analysis

SWOT analysis is to measure the corporate analysis Strength, Weaknesses, Opportunities, and Threats. In a nutshell, it will help us to recognize their strong competitiveness, and future scope at the same time, and where to focus for enhancement. The SWOT analysis of Square Pharmaceuticals Ltd. is in the following way.

Strength:

1. Square Pharmaceuticals Ltd. holding number one position

2. The major point which represents its strength is its huge & strong market position, market share, growth, and large customer base and products.
3. Highly experienced, skilled staff along with their R&D, resource (land & labor), and product development capabilities stated by **(Kamruzzaman, 2016)**.
4. Huge (43) export Market including the US, and UK markets.
5. Healthy domestic (56.84 billion with 17.21% market share) and international Export market (1.51 billion)
6. Also, they have immense Financing backup and have zero Bank loans
7. Square not only maintain high quality standard but also perpetuate strict and transparent marketing activities with no misleading or fraud which enable them to enjoy an adequate reputation and standard.
8. **(Panthy, 2021)** also revealed for upgrading the laboratory facilities and production innovations Tk. 60.30 million has been invested already.
9. Finally, Square pharma has already launched itself in Kenya for the first time as a Bangladeshi company in terms of manufacturing company in December,2021.

Weakness:

1. In terms of administrative work, there is lacking technology or automated work.
2. Moreover, their recruitment and selection process are lengthy and also has a bureaucratic decision-making system which can slow down their work.
3. Though Square pharmaceuticals has huge net profit and sales, still it shows low profitability and profit growth.
4. **(Faizul, 2019)** declared the wrong method of collecting inventory and resources.
5. Lastly, it is undoubtedly a vast company still unable to compete with multinational or international companies for new drug discovery, and research on a global scale.
6. Square used to be the first introducer which elevated them to enjoy its benefits of it. However, they have lost it and gradually losing further. **(Kamruzzaman, 2016)**
7. Due to late establishment & innovation on market, they need to consider the loss which is a huge disadvantage for them. **(Kamruzzaman, 2016)**

Opportunity:

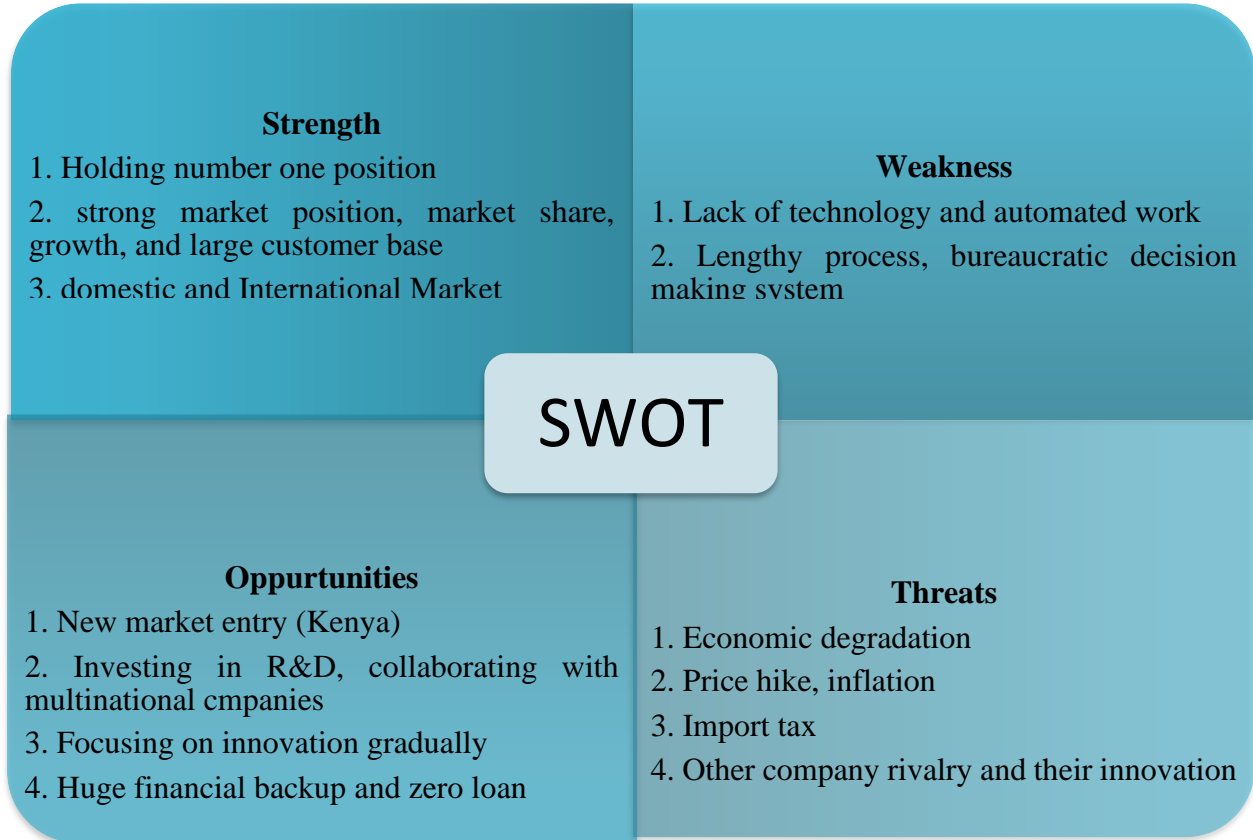
1. As they are entering a new market like Kenya it will definitely open new doors of opportunities.
2. Also, nowadays as they are investing a lot in their R&D and innovation which will elevate their opportunities further.
3. By licensing consensus with multinational corporations and advanced drug delivery systems, Square pharma has got new chemical entities cited by **(Panthy, 2021)**.
4. This paper also unrolled that, considering marketing partnerships with multinational companies will open new windows of domestic and foreign markets.

5. Square Pharmaceuticals has a huge Financing backup and has zero Bank loans which is their strength at the same time will create an opportunity in terms of collaboration or investments **(Faizul, 2019)**
6. Moreover, offering new, effective and quality products will definitely snatch opportunities on their name and help to gain market share from the existing rivals.
7. Their Global market, export, and new market entry will generate turns that will work in favor of them.

Threats:

1. The biggest threat to Square will be its competitors (Incepta, Beximco, Renata) and their innovations. Not only that,
2. Though Bangladeshi Pharmaceuticals company has gained immense profit in the market, Covid-19 has already affected their share price and also hampered the export market. So, Economic degradation is the biggest threat in this market.
3. Moreover, the recent price hike and inflation will definitely originate an impact as it is an in elastic product people's preferences will get changed.
4. Inadequate power supply or a less effective supply chain also will be an obstacle **(Faizul, 2019)**.
5. Recently Bangladesh has imposed a lot of tax on materials so it will definitely create an impact in terms of importing raw materials or other staff.
6. Due to non-tariff barriers imposed abroad, export has been hampered by procedural hurdles in Bangladesh. **(Kamruzzaman, 2016)**
7. Contrastingly lowering the tariff protection in Bangladesh has shot up competition in domestic markets resulting lessen profitability.

SWOT Analysis of Square at a glance



2.7.2 Porte's Five Forces

This segment will definitely help Square to measure them along with other companies' competitive advantage and decision-making process for the next step.

Competitive Rivalry

Excise competitive rivalry is high here as the top 10 to 20 companies are strongly competing to hold the market. If one company fall behind then another company will take the opportunity to grab the market coverage as the same drug is sold under various brand.

Threat of New Entrance

Here the threat of new entrance is very low as this industry has huge complications in terms of getting approval from the regulatory authority, drug authority, distributions, and supply chain which thrive the complexity of this industry. Besides, a huge financial backup also needs to have

Power of buyer

Power of buyer is relatively low as there is low switching power also changes in price won't create any problem as it is an inelastic product. As a buyer, they have very limited options as people buy medicines based on doctors' suggestions and it is not even a product to bargain for. In addition to that, prices are also strictly controlled and set by individual companies. That's why the power of buyers is low here.

Power of supplier

Bargain power of the supplier and the pressure on it is immensely high as all the raw material (99.5%) is usually imported from China and India in Bangladesh and is unrolled (**Panthi, 2021**). This paper also mentioned high switching costs which give suppliers high bargaining power and it will decline soon due to the API park in Munshi Ganj.

Threat of substitutes

As a substitute there will be some herbal-oriented medicine also homeopathy which can be selected by some people rather than Allopathy medicines. However, it is not possible to go for these substitutes in case of emergency or critical disease. So, the treatment of substitute medicines is comparatively low here.

2.8 Summary and Conclusion

Undoubtedly, Square pharmaceuticals is a most successful organization which is holding the number 1 position and covering a huge market share. Even their major indicators of the financial report also justify the reason for being number 1 company as from net profit to market share everything is increasing day by day.

Moreover, the HR department also doing great in terms of pulling new candidates in a bulk amount within the time frame. So, all together it is a combined workflow that has been allowing them to maintain synergy in their workstation.

Not only that, in the domestic and global market it is maintaining the same performance and also gradually expanding through the global market. From the 42 export markets, it has become 43 and Square has already entered the Kenya market which will obviously add a new dimension in terms of opportunities, sales, and profit.

Apart from their sales and profit, this sole organization is contributing hugely to thriving our GDP and enhancing our economic condition day by day.

2.9 Recommendation and Implication

1. Square Pharmaceuticals Ltd. definitely upgrade its recruitment process and module and come up from the conventional procedure by adding dimensional questions, online aptitude tests, personality tests, creative tests, etc. to evaluate characteristics as it also matters a creates an impact on their job performance.
2. Also, they need to introduce some automated process or should have their own online portal for recruitment and selection process to evaluate a candidate for both executives along with the MPO rather than doing it manually.
3. They should also follow-on campus recruitment process by directly going to universities to have a pull of fresh candidates also it will raise brand image and reputation in a different way.
4. Due to the increment of the cost ROI has been decreasing which can definitely affect the company and that need to be checked.
5. Furthermore, their decision-making process should be less bureaucratic as it kills a lot of time to get approval which slows down the workflow.

Chapter 3: Project part

3.1 Abstract

Recruitment and Selection or having a pull of human resources, seems to be a major and crucial task when it comes to Human Resource Department. This paper aims to report how effective Square Pharmaceuticals is in terms of MPO recruitment and selection and also notify how to escalate its efficiency which practically shows its current situation along with where to focus further.

Effectiveness has been determined by consulting with HR managers of the companies based on certain parameters and compared with each other which has not been found yet in any study of Bangladesh. The result revealed, that two companies including Square are effective in their own way whereas Square Pharmaceuticals need to focus on their cost. On the other hand, to escalate efficiency, 126 MPO's responses have been collected which suggests, this is high time to implement the online process gradually in this case so that they can shift from the conventional procedure and make it more efficient enough.

The results obtained from this study will help Square in decision-making and evaluating its current circumstances by analyzing cost, time duration, turnover rate, and satisfaction level. Besides where to focus more will be determined further by this exploration. Furthermore, it will also generate future study scope with a greater number of companies and candidates on a large scale which may give a more accurate and better result of the comparison.

3.2 Introduction

3.2.1 Background of the study

Human Resource Management is the fastest growing sector in Bangladesh nowadays which is why it should be effective enough so that it can manage and fulfill the required requisition properly. If an HR department fails to do so then it can affect the organization as a whole.

Multiple research and internship reports have been found based on Square where most of the reports are related to the Recruitment and Selection process. (Mahia, 2017) and (Mazumder, 2015) described the whole process of Recruitment and Selection process of Square Pharmaceuticals Ltd. Moreover, (Muntaha, 2017) also revealed the effectiveness of the Recruitment and Selection process yet it is based on her observation and analysis with only the information of Square itself. Apart from these, multiple papers can be found based on this topic but all the papers are only focusing on Executive recruitment and selection with the information of Square only.

Apart from these, a case study based on MPO regarding “Factors Affecting Job Satisfaction, Motivation and Turnover Rate” stated by (Shahi, 2012) also can be found where 40 MPO from different pharmaceuticals of Khulna shared they are not satisfied, not even motivated due to job security, social status, working load which are the main reasons of high turnover rate. Also, (Mahbuba, 2013) stated the impact of MPO induction training in Pharmaceuticals Industry based on Square.

Besides, papers related to HR practice by (Panthi, 2021), the Marketing strategy of Zerocal by (Didar, 2017), different effective promotional materials and strategies by (Sakib, 2017), and many more can be found. However, measuring effectiveness with other companies and efficiency of MPO recruitment and selection is missing, and that is why it is important of studying this topic.

Apparently, Covid19 has impacted globally, and the whole world is shifting from conventional processes to automation. Even the Recruitment and Selection team of Square also shifted some sort of automation at least where MPO recruitment and selection is still continuing based on the regular process. So, there is a need for measuring effectiveness and efficiency to make them one step closer to better practice and being the market leader.

3.2.2 Objective

Predominately, there are two objectives of this study which are, analyzing the effectiveness of MPO Recruitment and Selection and evaluating how to escalate its efficiency of it so that it can shift from the conventional process and take action as per need.

The findings will accommodate Square pharmaceuticals in their decision-making process and figure out the problem (if there is any) along with helping them to specify where to focus as per results.

Besides, it will definitely provide an estimation of MPO's technical capacity and capability which can be turned out into a supremacy of their Walk-In-Interview.

3.2.3 Significance

This study will add value by sharing the result of the Effectiveness and Efficiency of MPO recruitment and selection of this company and also help them to recognize the future scope of shifting online or at-least hybrid-based recruitment and selection as they need to recruit a large number of MPOs very frequently. So, it will definitely reduce the hassle and lead time of recruitment and selection.

Finally, the organization will identify the need for online testing and its challenges of it so that they can modify and imply better options as per need.

3.3 Methodology

Primary source was the one and only way of collecting data for this study and it was collected straight from the HR manager of individual companies. By asking certain questions which represent some parameters of evaluating the effectiveness of MPO recruitment and selection.

Moreover, for the part of escalating efficiency, the data were directly collected from 126 MPOs through Google form. For that, some basic questions were asked to them so that we can understand their ability, capacity, and their knowledge regarding google forms.

Apart from this, the second study also has been added here in this report for better understanding which includes articles, reports, news, Website/ portal, some non-confidential report, and yearly reports.

3.4 Result & Findings

3.4.1 Effectiveness

The analysis has unrolled the most effective company's name which has been compared with the other two pharmaceuticals company. The following table, it is indicating that two companies (Square and Company B) are effective among the three in their own way.

According to the table, the Cost (Till Selection: advertisement to walk in interview) per person of Company B is 3,991 which is 9 takas less than Square and that is equivalent to each other. That's why it is considered equal and kept both companies in the first criteria.

However, overall Square Pharmaceuticals is the most effective company in terms of recruitment and selection after analyzing some criteria in detail where a brief comparison is in the following way.

Table: 1 Comparison between three companies

Criteria	Square Pharmaceuticals	Company B	Company C	Recommended Company (As per Effectiveness)
Cost (Till Selection: advertisement to walk in interview) per person	4,000	3,991	10,000	Square & Company B

Cost (Till Onboarding: field training to joining) Per Person	36,000	7,515	30,000	Company B
Time Duration (Lead time from Advertisement to Ready to be posted)	58 days	45 days	60 days	Company B
Number of candidates attending walk-in interview	234	120	225	Square
Turnover Rate [Jan-Jun 2022 (6 months)]	6%	18.14%	7%	Square
Satisfaction Level	Satisfied	Satisfied	Not Satisfied	Company B & Square

Numerically this study indicates that Company B is effective as their cost is really very low along with their lead time duration as well. However, they are really struggling to manage their turnover rate which is 18.14% as of June 2022 which is huge and can go beyond this trend. So, whatever the effectiveness status is, if a company is unable to constrain its turnover rate, then it will definitely nullify the other positive stuff achieved by that company.

On the contrary, Square itself is a vast company handling it in a balanced manner. The reason for having extra cost can be due to the huge volume of candidates where they also provide daily allowances to the MPO which can be a valid reason, still, they are handling it with the lowest turnover among these 3 companies mentioned by that table. Moreover, the lead time is also greater than Company B as field training, medical tests are also included here also they have an enormous sum of products for that it takes time in terms of induction training to train MPO and complete the whole process in comparison to Company B.

All to gather they incur costs related to field training (daily allowance, transportation bill, accommodation are included) food, medical test which may raise their cost which is absent in case of Company B where only cost related to training content, food, non-judicial stamps are included.

There is a reason behind doing extra things as Square believes that it will incur greater losses if employee resign after joining due to not able to handle pressure or health hazard as each time, they will be losing a trained employee. A lot of people decline after field training, even also get rejected after medical test. That's why they prefer this system even if it incurs extra time and cost. They design their planning by looking into their previous work trend and make 4 moth-based plan to cope up with their lead time. So, it is not drawback rather works as their strength.

Furthermore, due to the sudden government job opening, the organization's turnover rate has increased still, the result is showing 6% as of June 2022 also attracting a greater number of applicants (234) which is commendable in comparison to other companies.

Maybe it is showing that company B is performing good numerically, however it can incur huge cost in yearly basis as their turnover rate is high and it will generate huge sales peoples' requirement very frequently.

So, to conclude altogether square seems more efficient than the other companies in these studies.

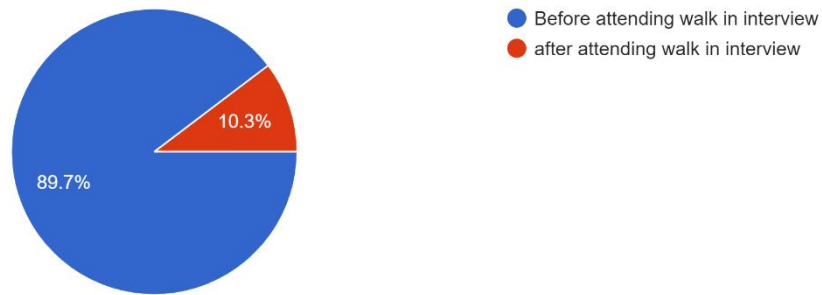
3.4.2 Efficiency

To shoot up the efficiency of walk-in interviews an online test can be taken to reduce time and hassle and for that, a survey has been done directly on MPOs to see how many candidates are capable of participating in the online exam on percentage. Based on that further decisions can be taken and the results are in the following way

For that it was checked whether they have smartphones or not to give an online test and the response is showing only 10.3% of people have taken their smartphone after a walk-in interview. So, it is a good sign as a maximum amount of people have access to it.

When did you buy your Smartphone?

126 responses



Moreover, 99.2% of people have a google account as it is required to access everywhere specially google Forms and others. Where 82.5% of people are already using it for a very long time which means they are known to this thing not new here.

When did you start using Goggle or Gmail account

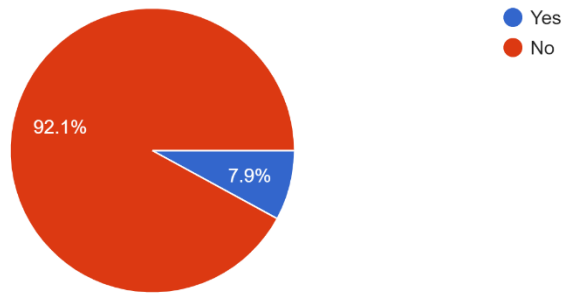
126 responses



Besides, only 7.9% of people faced problems which were due to poor network connectivity and nothing else.

Are you facing any problems while filling up this google form?

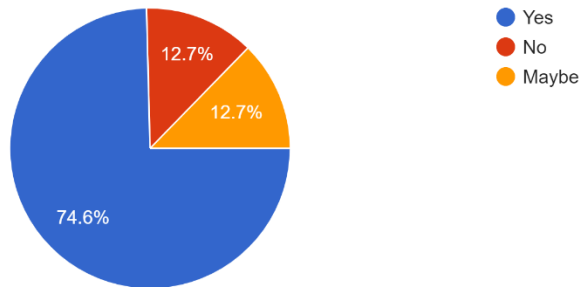
126 responses



Furthermore, 74.6% of people are confident that they can seat for the exam by using google Forms whereas 12.7% were confused about whether they can do it or not. However, 12.7% of people are not confident as they are not used to it and think it as an obstacle for them which creates a fear of being unable to submit and complete the test.

If we provide some demo of using it, will you be able to attend Exam (MCQ) through Google form?

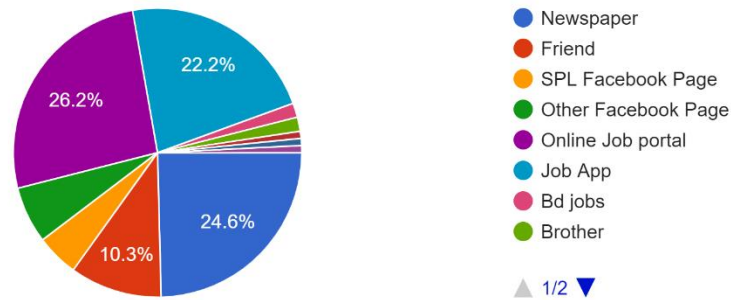
126 responses



Finally, the following question was asked to analyze where the majority of the people are knowing about these job advertisements. Fortunately, the result shows that 26.2% of people are using online job portals to get notified by it and 24.6% are following newspapers.

From where did you hear about our Walk-Interview advertisement ?

126 responses



So, all the responses are indicating towards positive results and majority of the candidates also showing interest regarding this. That is why they should go for a new shift from conventional process to make it more efficient and reduce the lengthy process.

3.5 Limitation

- 1 The major challenge was collecting data from the company as it is a very competitive market no company wants to share any information easily.
- 2 That's why only two companies' data have been collected as that was the biggest challenge.
- 3 As three companies were being compared with each other, it may not be fair if we consider their market share, employees, volume of product & market size which ultimately determines the limitation of this study. It would be better if companies with same scale could be taken.
- 4 Collecting data related satisfaction is comparative and vary person to person, which can be biased at some point. It would be better if the Territory Manager's comments could be collected.
- 5 Hence, a company can have 50 TM (Square) also varies on the market size of a company, which can be very challenging like collecting data from each of them.

3.6 Future Study Scope

A broad study with multiple companies' data can be focused on further study to get a more precise result which can lead to a fair comparison. Moreover, some more standards and parameters can be added to measure the effectiveness of MPO recruitment and selection. On the other hand, instead of binding with only one company's responses, it would rather better to collect several companies' Medical Representative's interpretations for increasing the efficiency or efficacy of this case. Furthermore, new methods of automation also can be tested and suggested based on mass people's responses to shooting up their efficacy as well.

3.7 Conclusion

Square Pharmaceuticals Ltd. is one of the largest organizations in our country which is expanding globally day by day. For that, Square always searches for greater talent which can suit the company's requirements. That's why this study has been done so that they can revise it as per need and can work efficiently with efficacy.

So, to conclude, the result has unrolled that, they are efficient enough yet one suggestion is to constrain their budget as much as possible to be more effective. Moreover, the escalated efficiency survey revealed that it is high time to shift from conventional processes to try something new to make it more efficient and error-free. For that, taking MCQ-based tests (IQ, Math, Basic Biology) through google Forms has been suggested like recruitment and selection team where taking candidates (executive or entry-level applicants) interview and test have already been shifted there due to covid19 outbreak. As for now, in the case of MPO, there are some complications and limitations still a fresh start can be kicked off with back up which can be turned into full-fledged gradually.

3.8 Recommendation

- 1 After analyzing results, it is recommended to focus on their cost which can make them more effective in terms of recruitment and selection.
- 2 Their IT department should support this case also can provide a better idea to automate this process for every recruitment and selection process
- 3 As it is recommended to go for automation, they must be ready with backup so that they can tackle any mishap if occurred. Moreover, starting with a hybrid style can be preferable at the initial point.
- 4 Providing demos will always help to clear the confusion of candidates. So, it is better to provide a demo first.
- 5 Even in the advertisement, the process can be mentioned so that applicants can be prepared with initiatives.

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