# Internship Report

## "Recruitment & Selection Process of Square Pharmaceuticals Ltd."



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Course: BUS 400 (Internship)

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# Letter of Transmittal

30<sup>th</sup> April, 2015

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**Subject**:  Seeking permission to submit Internship report on **"Recruitment & Selection Process of Square Pharmaceuticals Limited"**

Dear Madam,

It is my privilege to let you know that as partial fulfillment of the requirements for the degree of Bachelor of Business Administration (BBA), I have completed my Internship program in Square Pharmaceuticals Limited, CHQ, Human Resource Department. This report is prepared based on my three months internship practical experience. The report focuses mainly on the overall Human Resource Management practices regarding recruitment & selection process in Square Pharmaceuticals Limited.

The study has given me the opportunity to get a deeper insight and use my theoretical knowledge in practical world. It had also helped me to learn practically what I have studied in my BBA program. During my stay there, I had work in the Human Resource Department under the supervision of Senior Executive Mr. Tariqul Bari. It has been a great privilege to work in such a friendly environment and learn numerous practical and confidential things.

Finally, thank you for your supportive thought, valuable suggestions, guidelines and kind consideration for formulating ideas and developing the structure of the paper. I would be my obligation to provide you with any required clarification regarding the project.

With Regards,


_____
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# Acknowledgement

First of all I give my heartfelt thanks to the Almighty for giving me the ability for preparing this report successfully. I was given the opportunity to prepare this report for my internship course under the supervision of my honorable course supervisor Sohana Wadud Ahmad.

It was a great opportunity for me to enhance my knowledge on analyzing critical data and information. This report would have been incomplete without the help of certain people. The purpose of this part of the report is to pay a tribute to all the cooperative people who gave their precious time to help me, and without whose assistance it would have been impossible to conclude the report.

First of all, I express my deep sense of gratitude and sincere thanks to my honorable supervisor for assigning me to this task and for whom I had this challenging opportunity to prepare this paper. I am very much appreciative to her for her guidance, sustained interest, constant encouragement and her confidence in my aptitude to do the work and finally motivatingme with inspiration, kind of directions, valuable suggestions & advices. To commence with, I would like to take this opportunity to modestly and humbly thank Mr. Tariqul Bari, Senior Executive (HRD) who has given me full opportunity to start the Internship. I am indebted to a number of individuals without whose help this report could not have been completed in time. Mr. Barnobus Sagar Halder, Md. Yunus Ali, Mr. Sahidul Islam, Mr. Sazzad Hossain, Mr. Nurul Islam, Mr. Zahin Iftekhar Rasul, Md. Anisul Alam, and Mr. Abu Mohammed Mohiuddin who had provided me with first hand comprehensive information during my internship.

In the end, I cannot help but mention that this report is the outcome of days of hard work. I give my endless thanks to the people who have contributed greatly behind the completion of the report. Without their help, this report would not have been even completed within the deadline, let alone being a successful and helpful one.

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# Executive Summary

Square Pharmaceutical Ltd is the largest pharmaceutical company in Bangladesh with proper planning, a tremendous way of organizing, prominent way of leading and effective planning. Today's Square Pharmaceutical is a dream that Mr. Samson H. Chowdhury turned into reality. The business growth, the social commitment, and the great diversity in today's Square Pharmaceutical are the outcome of one lifetime of hard work and compassion from Mr. Chowdhury.

The company follows a systemic way to take a particular decision. Plans have different alternatives in order to improve future performance. The respective managers of different departments/ divisions scrutinize those plans and best of them are placed to the Management for approval through Merits & demerits of particular proposals/ plans are observed by the management of Square Pharmaceuticals Ltd. to reach to a single decision. Sometimes the management also takes help from the technical experts in the relevant field. The day to day planning and decision making is mainly directed by the head of each department. Square Pharmaceuticals Ltd has established functional structure of organization. The various functions of the undertaking are the first determined and then a functional expert in each is appointed, who will be responsible for his technical function. Square Ltd has established the following department for its smooth running.

This report is on Recruitment and Selection Process of SQUARE Pharmaceuticals Ltd. In this report the overall process of Recruitment and Selection of executives and non-executive staffs and the field force is separately discussed. There is clear explanation of each and every step. In findings part the some signature practices of HRD of SPL discussed and in recommendation part some steps which can improve the practice is recommended.

SPL development includes a creation of a strongly-bonded culture; maintaining discipline; continuously adapting to changes resulting from both internal and external environment; developing human resources through ongoing development and evaluation initiatives; and completing tasks and goals within a given time frame. The belief is, creating a "good and learning company" is more important than presenting a profitable company.

# THE ORGANIZATION



## Introduction

SQUARE today symbolizes a name – a state of mind. But its journey to the growth and prosperity has been no bed of roses. From the inception in 1958, it has today burgeoned into one of the top line conglomerates in Bangladesh. Square Pharmaceuticals Limited, the flagship company of Square Group, is holding the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now on its way to becoming a high performance global player.

SQUARE Pharmaceuticals Limited is the largest pharmaceutical company in Bangladesh and it has been continuously in the 1st position among all national and multinational companies since 1985. It was established in 1958 and converted into a public limited company in 1991. The sales turnover of SPL was more than Taka 11.46 Billion (US$ 163.71 million) with about 16.43% market share (April 2009– March 2010) having a growth rate of about 16.72%.

SQUARE Pharmaceuticals Limited has extended its range of services towards the highway of global market. It pioneered exports of medicines from Bangladesh in 1987 and has been exporting antibiotics and other pharmaceutical products. This extension in business and services has manifested the credibility of Square Pharmaceuticals Limited. As the expansion of the company is at a large scale the management is also rapidly being divided into a larger scale.

### Mission of SPL:
SQUARE Pharmaceuticals' mission is to produce and provide quality & innovative healthcare relief for people, maintain stringently ethical standard in business operation also ensuring benefit to the shareholders, stakeholders and the society at large.

**Vision of SPL:**

SQUARE Pharmaceutical Ltd. views business as a means to the material and social wellbeing of the investors, employees and the society at large, leading to accretion of wealth through financial and moral gains as a part of the process of the human civilization.

**Objective of SPL:**

SQUARE Pharmaceuticals' objectives are to conduct transparent business operation based on market mechanism within the legal & social framework with aims to attain the mission reflected by our vision.

**The Corporate Slogan:**

SQUARE PHARMACEUTICALS LIMITED always upholds the dictum "Dedicated to advanced technology."

# History

**Some of the significant milestones of the company are as follows:**

| | |
|---|---|
| **1958 :** | Debut of SQUARE Pharmaceutical as a Partnership Firm. |
| **1964:** | Converted into a Private Limited Company. |
| **1974:** | Technical Collaboration with Janssen Pharmaceutical, Belgium, a subsidiary of Johnson and Johnson International, USA. |
| **1982:** | Licensing Agreement signed with F. Hoffmann-La Roche Ltd., Switzerland. |
| **1985:** | Achieved market-leadership in the pharmaceutical market of Bangladesh among all national and multinational companies. |
| **1987:** | Pioneer in pharmaceutical export from Bangladesh. |
| **1991:** | Converted in to a Public Limited Company |
| **1994:** | Initial Public Offering of SQUARE Pharmaceutical Shares. |
| **1995 :** | Chemical Division of SQUARE Pharmaceuticals Ltd. starts production of pharmaceutical bulk products (API). |
| **1997:** | Won the National Export trophy for exporting pharmaceuticals. |
| **1998:** | Agro-chemicals & Veterinary Products Division of SQUARE Pharmaceutical starts its operation. |
| **2001 :** | US FDA/UK MCA standard new Pharmaceutical factory goes into operation built under the supervision of Bovis Lend Lease, UK. |
| **2004 :** | SQUARE enlisted as UNICEF's global supplier. |

| 2005 | New State-of-the-Art SQUARE Cephalosporin's Ltd. goes into operation; built under the supervision of TELSTAR S.A. of Spain as per US FDA/ UK MHRA requirements. |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2007 | SQUARE Pharmaceuticals Ltd., Dhaka Unit gets the UK/ MHRA approval. |
| 2009 | Starts manufacturing of insulin maintaining quality standards of US FDA & UK MHRA. Dedicated hormone & steroid products manufacturing facility complying with the current Good Manufacturing Practice (cGMP) of WHO, US FDA & UK MHRA starts operation. |
| 2012 | SQUARE Pharmaceuticals Ltd., Dhaka Unit and SQUARE Cephalosporin's Ltd. get the Therapeutic Goods Administration (TGA) of Australia approval. |

## Square Sister Concerns

# Company Profile & Product/Service Offerings



| Company Name | Square Pharmaceuticals Ltd |
|---|---|
| Type | Public Limited Company |
| Founded | 1958 |
| Founder | Samson H. Chowdhury |
| Main markets | Exporting drugs to forty countries across four continents. |
| Business Type | Manufacturing Marketing (domestic & abroad), exporting Pharmaceutical finished products, Basic Chemicals & Agro-Vet Products. |
| Product/Service | <ul><li>Vaccines</li><li>Oral Healthcare Products</li><li>Tablets</li><li>Capsules</li><li>Syrup</li><li>Suspension</li><li>Sterile Eye Drops</li><li>Injectables</li><li>Nasal Sprays</li><li>Creams</li><li>Ointments</li><li>IV fluids</li><li>Metered dose inhalers</li><li>Dry powder inhalers</li><li>Suppositories</li><li>Lyophilized Injectables</li><li>Prefilled Syringes etc.</li><li>Argrovet & Pesticide products</li><li>Herbal & Neutraceuticals products</li><li>Over-the-counter medicines</li></ul> |
| About Company | An organization with equal emphasis on leadership, technology, quality and passion. |
| Website | http://www.squarepharma.com.bd/ |

# Global Presence

SQUARE has invested in state of the art formulation plants aligned to regulated market standards. Six manufacturing units of the Dhaka site can produce pharmaceutical products maintaining cGMP requirement for highly regulated markets in Europe, Australia and USA. Other five manufacturing units at Pabna site are producing finished formulations targeting markets in ASEAN, SAARC and marketing in RoW region. We have 700 product approvals for export markets and 900 product approvals for Bangladesh market.

**Present Markets**

SQUARE Pharmaceuticals Ltd. is already supplying products to the following markets:

**Europe:** UK, Denmark, The Netherlands
**Asia:** Afghanistan, Bhutan, Cambodia, Fiji, Hong Kong, Iraq, Korea, Macau, Malaysia, Maldives, Myanmar, Nepal, Papua New Guinea, Palau, Sri Lanka, Tajikistan, The Philippines, Uzbekistan, Vietnam
**Africa:** Eritrea, Ivory Coast, Kenya, Libya, Malawi, Mauritania, Mauritius, Mozambique, Nigeria, Somalia, Tanzania, Uganda
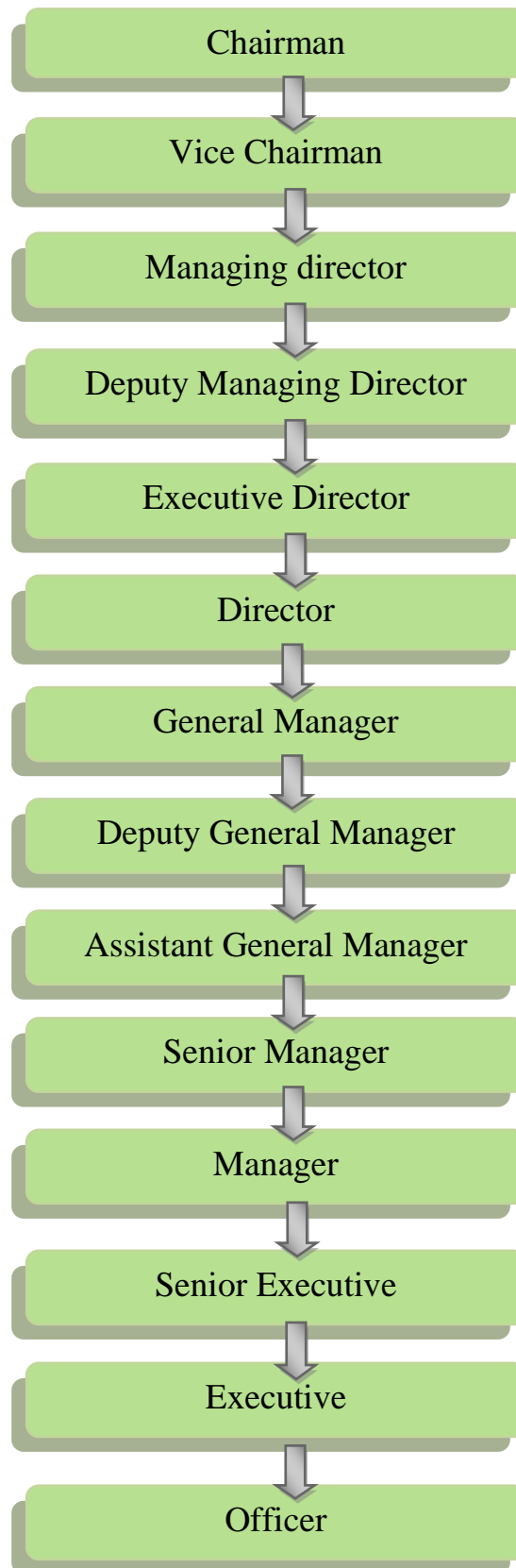**Central and South America:** Belize, Costa Rica, Suriname

**Highlights of the Export Operations**

- Exports pharmaceutical finished products since 1995
- Offers quality products at competitive price
- Offers more than 300 off-patent and on-patent molecules in different dosage forms
- Offers facilities for contract manufacturing
- Offers services for product development with subsequent technology transfer
- Provides assistance in product promotion and training in overseas markets

## Operational Network Organogram

```
            Chairman
                │
                ▼
          Vice Chairman
                │
                ▼
        Managing director
                │
                ▼
      Deputy Managing Director
                │
                ▼
        Executive Director
                │
                ▼
            Director
                │
                ▼
        General Manager
                │
                ▼
      Deputy General Manager
                │
                ▼
     Assistant General Manager
                │
                ▼
         Senior Manager
                │
                ▼
            Manager
                │
                ▼
        Senior Executive
                │
                ▼
            Executive
                │
                ▼
            Officer
```

*Figure: Operational Network Organogram*

# Visions for the Future

- Square Pharmaceuticals Ltd is planning on upgrading the HRIS & making the company totally SAP based where documents will be stored in software for the whole company. The whole company will have the access to the software. Information can be obtained quickly and accurately. The company will run as a whole where each and every employee will be aware of all the departments where Square Pharmaceutical has its operation.

- Implementing innovative technologies, machineries & advanced equipments in the factory and using them for quicker production process.

- Square Pharmaceuticals is aiming to make each and every employee competent enough by providing them better training in advanced and innovative technologies that the best companies in the world is providing.

- Square Pharmaceuticals is planning for increasing their employees in the department & making its operation with the right amount of workforce required for particular field so that there is not much pressure on one employee to handle many tasks.

- The organization is very much focused on their research team. They are planning on coming up with the best products by their own research team. For this reason the they are going to hire the best pharmacists around the country by training them in an international standard.

# Chapter 2: JOB

## Description of the Job

Internship program is a part of my academic studies which I pursued for 3 months in the market leading company Square Pharmaceuticals Ltd. As a HR major student I got the opportunity to work in the HR department under the supervision of Mr. Tariqul Bari, Senior Executive, Square Pharmaceuticals Ltd and my academic supervisor Sohana Wadud Ahmad, Lecturer, BRAC Business School. As an Intern my job was to assist my respected field supervisor in his task. Mr, Tariqul Bari handles the Recruitment & Selection Process of Dhaka Unit which includes the factory as well. He had given me many opportunities to learn about the recruitment & selection process by providing me with many briefing and assigning me into different tasks. I had to be present at office just like other employees in the department. The company provided me an Internship policy which I had to sign during my joining. I had my own desk to work. A brief orientation was provided initially & after that I stared working for my supervisor. Though I was working under the supervision of Mr. Tariqul Bari, Sir encouraged me to work with his colleagues as well to broaden my knowledge about the HR practices in Square.

## Specific Responsibilities of the Job

There were some specific responsibilities that I had during my Internship. Those are:

- Assisting my Internship supervisor during his task & doing the task that I was assigned to do.
- Being present in the office in the right time and reporting to my supervisor.
- Script checking of the candidates appeared for written test for different position.
- Input of data and sorting the selected candidates for the position and communicating with them for the next step which was viva.
- Assisting Mr. Tariqul Bari during Preliminary Viva for recruiting HR executive.
- Preparing files for the candidates who came for Job Confirmation.
- Assisting during the assessment process for promotion in different positions.

- Data entry into the SAP and learning the use of SAP in the company.
- Taking Exams for the field force and assisting during the recruitment.
- Assisting during the Pabna Unit Recruitment.

# Different Aspects of Job Performance

There were different aspects of Job performance where I found Square Pharmaceuticals different from other companies:

- Use of SAP for storing huge information and saving the time.
- Conducting Preliminary Interview for HR executives and Receptionist only.
- Case study presentation during the final viva for recruiting HR Executives.
- Strongly following the 60 day timeline for filling up any vacant positions.
- Assessment center approach for promotion and different ways of assessment.
- Walk-In-Interviews for field force in different depots including CHQ.

# Critical Observations and Recommendations

## Critical Observations

Square Pharmaceuticals Human Resource department beyond doubt represents its image. It has an excellent working environment where each employee is always beside each other during work and also outside work. There is always something new to learn from each other in this department and no one hesitates to share what they are best at to teach and help their co-worker. Everyone stands beside each other just like a family that is why they call themselves "HR FAMILY". I feel fortunate to be part of the family. Given below are some of the positive HR practices of the Human Resource department which I found to be completely new and encouraging to learn:

- **Ability and Creativeness:** Employees of Square Pharmaceuticals HRD get enough opportunity to show their ability and creativeness. Employees are encouraged to share

their creativity during their work. They get appreciated of doing something new which is a great motivation for them. During my Internship I was able to show my ability and creativeness which motivated me to give the best effort to my work.

- **Assessment Center Approach:** This approach is one of the tools to measure performance of the employees which was a long term performance process that helps to measure the performance of employees step by step and accurately understand their skills and abilities in their working environment.

- **Use of SAP:** Square Pharmaceutical maintains their HRIS through SAP. The use of SAP is mentioned elaborately in "Chapter 3" of the report. This is helping the company to maintain their time and production process quickly and accurately. Square is planning to develop their SAP in the future to work under one software program for the whole company. This software contains vast information and gives the accurate result very quickly and effectively all at once.

- **Motivational Tools:** Motivation in work environment leads to better performance for employees. In Square Pharmaceuticals not only employees are encouraged and motivated for their performance in job but also outside the work environment as well. The department organize HR Family day, They organized special program for women for celebrating International Women's Day, The employees celebrate their birthdays with each other; even they celebrate the winning of Bangladesh cricket team with great joy which keeps them motivated in their same routine work life.

- **Fresh Graduates are Encouraged:** Fresh graduates are encouraged to apply for any vacant post in the organization. The HRD recruitment and selection department selects the best candidates for the company where they prefer fresh graduates with fresh talent and ideas for the company.

- **Recruitment System Software:** In order to make the recruitment and select process more effective HRD uses software named "Recruitment System Software" where CV sorting, Filtering, Job posting, Selection of candidates is done very effectively and accurately in a short amount of time. Applicants who apply online get their CVs sorted by this software.

- **Preliminary Interview:** Preliminary interview is an initial interview used to measure communication skill only for HR executive and Receptionist post. If the candidates are qualified in the preliminary interview they are allowed to sit for the written test continued by two more viva.

- **60 Days Timeline:** From the job posting till the final selection of candidates for the particular post HRD follows a 60 days' timeline process where they require a certain amount of time to conduct a particular task for the recruitment and selection within that time. Thus, a vacant position is filled within 60 days of time by the Square Pharmaceutical HRD.

- **Communication System:** Communication is one of the most important factors for any HRD of an organization. During my internship I have found out that employees are very efficient in communication. They try best to reach candidates if the candidate is unavailable. They provide e-mails to selected & also not selected candidates with very motivational words. All employees are always connected to their immediate supervisor for all types of information.

- **Bangladesh Labor Code 2006:** As a pharmaceutical company Square has its most of the operations in factory. They follow the Bangladesh Labor code very strictly in corporate head quarters & certainly in the factory.

## Recommendations

- **Demand & Supply Forecasting:** The HR department should start using demand and supply forecasting for each department. It is time consuming for departments to justify the requisition they have raised. If forecasting is done then justification is not that necessary as the results of the forecasting will give the department a accurate idea of what number of employees are required for a particular department and what purpose will be fulfilled for employee recruitment in the particular department.

- **Use of OMR (Optical Mark Reader):** Introducing OMR in HRD is highly recommended. The department uses answer sheet for written test where the entire

answer sheet are checked by the executive assigned for the recruitment & selection procedure. This process is very time consuming & sometimes it can become a stress for the employee which will result to mistakes. Each employee checks more than 100 copies for any recruitment. OMR will save lot of time and also provide accurate marks for a particular candidate.

- **<u>Disclosing Proper Information in Job Ad:</u>** In some cases proper information is not disclosed in Job Ad to get rid of the biasness. However, this process leads to another problem which is time. It takes too much time CVs when female candidates apply for the post where the company only requires male candidates. The female candidates are not preferred for some positions where the job is only for night shift and also health issues are considered for female. If this information is wisely mentioned where it will not represent any biasness then recruitment for those positions will be more effective.

- **<u>Upgrading the Job Circular:</u>** As Square Pharmaceutical is the market leader they I recommend they should upgrade the Job Circular that represents their company as the best company in the market. Some creativity is required to make the circular look more attractive.

- **<u>Team Work Capability:</u>** Team work capability test should be included during the selection process. This will give a clear view of how the employee can work in their particular field as a team with other employees.

- **<u>Participation in Job Fair& Arranging Symposium and Competitions:</u>** Square Pharmaceuticals can participate in Job Fairs more where they will get fresh and talented graduates working for their company. Also the company can arrange competitions in universities to get the best outcome in recruitment for their company.

- **<u>Check the Training Background:</u>** While recruiting the recruitment and selection group should thoroughly check the training background of each and every applicant so the training programs do not get overlapped.

- **<u>Effective Planning for Training Program:</u>** Training program is sometimes cluttered as they provide training in every level quarterly each year. Employees may be stressed in training programs.

- **<u>Personal Management Software:</u>** To quicken up the performance management procedure I recommend that the company must take the initiative of personal management software as soon as possible just like the recruitment system software. The sooner the software is developed the better the performance of employees can be managed. The work will be done quickly and ethically. Moreover there will be less stress for the line managers to fill up each and every form and rate the employee's performance.

- **<u>Quantitative Method for KRA and KPI:</u>** The KRA and KPI methods should be introduced in a quantitative method rather than only qualitative. Than the numbers or figures will show the input and the output ratio of each every employee and give the correct results.

# CHAPTER 3: PROJECT

## Summary

Square Pharmaceuticals Limited is the largest pharmaceutical company in Bangladesh and it has been continuously been in the first position among all the national and multinational companies since 1985. The company plays a significant role in producing quality drugs in Bangladesh. It also plays a vital role in developing the socio-economic condition of our country by paying a large amount of tax and taking participation in social activities.

The company follows a systemic way to take a particular decision. Plans have different alternatives in order to improve future performance. The respective managers of different departments/ divisions scrutinize those plans and best of them are placed to the Management for approval through Merits & demerits of particular proposals/ plans are observed by the management of Square Pharmaceuticals Ltd. to reach to a single decision. Sometimes the management also takes help from the technical experts in the relevant field. The day to day planning and decision making is mainly directed by the head of each department.

Nowadays Square Pharmaceuticals Ltd. acquired a desirable and a leading position among the other companies of Bangladesh. This company carries the qualities that are required for the effective control system. Furthermore, it's able to take necessary steps considering the various factors like size, culture, importance of activities etc. to have the desirable and effective control to ensure the quality of the management operation. Improving productivity management followed -

- Plan for the long-term future
- Establish statistical control over production process.
- Deal with the best and fewest numbers of suppliers.
- Find out whether problems are confined to particular parts of the production process or stem from the overall process itself.
- Train workers for the job that are asking them to perform.
- Drive out fear.
- Encourage departments to work closely together as a team.

## Human Resource Department

SQUARE, with its progressive business outlook, believes and practices corporate work culture with a classic blend of efficiency and equity. SQUARE believes in company growth by increasing efficiency level of employees and for that offering excellent environment and support for skill and knowledge up gradation.

SQUARE values productivity as the spontaneous contribution of Human Resources. Strategic Human Resource Development Programs are the energy sources for SQUARE HR for running towards the zenith of success. Flow of clear and specific information and justification of queries play the vital role to ensure the market reputation of SQUARE as the most trusted and transparent company and it enriches the motivation level of HR who are the real contributors and owners of his/her own jobs. At SQUARE, HRD symbolizes the unique blending of professionalism as well as sharing the stress and success equally like a family where every member has deep concern, feelings and pride for their own company SQUARE.HR ensures the strong supporting role to develop & implement HR policy guidelines for ensuring uninterrupted operation and spontaneous participation to achieve organizational objective as well as fulfillment of employee needs. HR is maintaining an effective way to deal with labor union and still no unrest has been recorded as dispute Personnel working here are taking care of SQUARE as it is their own family.

The major functions implemented by this department are as follows:

- Job evaluations and descriptions establishment
- Recruitment and staffing policies and processes
- Orientation and socializing new recruits and organizational members
- Development and maintenance of COC and COP
- Employee training and development facilitations and management
- Employee performance management and evaluation
- Compensation and benefits determination as per job evaluation
- Talent retention strategies
- Facilitating career development and enrichment of human resources
- Maintaining and updating databases of manpower/personnel
- Maintaining liaison and communication with past. present and potential employees

- Going through capability and disciplinary procedures for further "actions"

With over 4600 employees, SQUARE Pharmaceuticals Ltd. also has to follow the above trends.

# Performance Management System

Each employee has been assessed by supervisors and grand supervisors annually through a structured Performance Management System (PMS). Here performance assessment is done quarterly for the field forces.

## Criteria of performance Appraisal

### For RSM (Regional Sales Manager)
- Sales achievement
- Monthly wise sales achievement
- Growth
- TM monthly achieved (TM)

### For TM (Territory Manager)
- Sales achievement
- Monthly wise sales achievement
- Market share leadership frequency
- No. of product unit achieved

### For SMPO/MPO (Medical Promotion Officer)
- Written test
- Detailing test
- Sales achievement growth
- Sales replacement
- Market share leadership frequency
- Market share gap
- No. of new product unit achieved
- Group achievement

*For executive*

- Objective base
- Qualitative assessment

*For casual employee*

- Attitude, project work, skill evaluation by supervisor, internal customer, peers.
- TNA (Training Need Assessment) is also done by PMS as earlier mentioned, through analysis KPI (Key Performance Indicator) and KRA (Key Result Area).

KRA is related to-

- What is the company's objective to be reached
- The output of job which contribute to the goal.

 KPI is related to-

- Measuring the output
- A word which describes the KPI the most is 'SMART' where,

S = Specific, M = Measurable, A = Achievable, R = Realistic, T = Time-framed


## SAP

In order to make a paperless company and to have a easy control in product Planning, Manufacturing, Marketing and Sales SQUARE Pharmaceuticals Limited started using Enterprise Resource Planning (ERP) software from end of 2011.

**What is ERP?**
Enterprise Resource Planning (ERP) is business management software—usually a suite of integrated applications—that a company can use to collect, store, manage and interpret data from many business activities.

There are companies who provide ERP software service. SQUARE Pharmaceuticals Limited use ERP software of SAP (System Application and Products).

**ERP in Bangladesh**
In Bangladesh a few companies like Grameenphone, Bashundhara, Rahimafrooz, Incepta pharma, MGH, Robi are using ERP. Mainly this software practice stared from 2000.

## SAP in SPL

SQUARE Pharmaceuticals has 800+ pharmaceutical products and for distributing all over the country as well as abroad it has 19 depots. And for maintaining a good data control SPL using ERP software service from SAP. SPL started using SAP from the end of 2011. It is quick and Reliable.

**What are controlling under SAP?**

- *Production Planning (PP)*
  Maintaining and controlling the raw materials inputs and the packaging process. Total production process is controlling by the ERP software.

- *Material Control*
  The warehouses and deports continuously update the product entry and outing related all information's in ERP software. As a result other the authority can know all the depots current capability, quantity of different medicines in different deports and the quantity of medicines which are on road for delivery. It helps to manage the emergency product demand control outside the country as well as all over the country.

- *Plant Maintenance*
  Under plant maintenance usually all engineering maintenance data are preserved.

- *Finance and Controlling*
  Financial data and accounts related data provided by the finance department if any department need financial data they can use that form SAP software.

- *Project Management*
  SPL is the flagship in Bangladesh Pharmaceuticals' industry and day by day it is increasing its product line. For this reason it started to work on new factory and plant. ERP helps to maintain and collect data about the plants which work is ongoing and helps the authority to make the right decision.

- *Sales and Distribution*
  Sales and distribution is the main key of making profit. So, for make a good sales team coordination and good distribution channel SPL include sales and distribution information in SAP. The sales team gives medicine requirement by using mobile data and they frequently update the sales data. As a result all sales information stored in the server and it helps the sales team to maintain a strong monitoring.

- ▪ *HCM (Human Capital Management)*
  Under Human Capital Management some functions are controlled and these are discussing bellow.

- ▪ *Time Management*
  Time management is a very important part of HRM. SPL use attendance punch card for employee attendance. Every employee has to punch while entering and leaving the office. This input automatically updated in SAP and the HR can get the data easily.

- ▪ *Training and Development*
  All employees need training for future development. To get know who get what kind of training all data of all employees.

- ▪ *Personal Administration (HRISM)*
  Employee lifecycle from the joining date to retirement all information stores in SAP.

**Benefits of using ERP of SAP:**
- ▪ Single platform for employee database
- ▪ HR reporting
- ▪ HR intelligence data
- ▪ Integration with payroll
- ▪ Scrim lining and employee time management
- ▪ Designing and reflecting organization

## Corporate Social Responsibility

Corporate Social Responsibility (CSR) is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.

SQUARE Business Motivation is Being Good by Doing Well and to conduct transparent business operations based on market mechanism within the legal, ethical & social framework with aims to attain the mission reflected by SQUARE vision. We scale-up CSR activities to consider the interests of SQUARE external & internal stakeholders like customers, employees, vendors, shareholders, society, government etc. and ecological & ethical considerations in all aspects of operations. SQUARE is one of the pioneer signatories of

United Nations Global Compact (UNGC) in Bangladesh. UNGC principles are aligned with company's culture from the very outset.

SQUARE recognizes that progressive labor policies are good business practices; especially for a company like us that has global ambition. We follow laws and encourage work environment that welcomes diversity and also follow non-discrimination & fair treatment policy both in the recruitment & selection process and performance management system. We have Trade Union & SQUARE HR policies have been continuously up-to-dated as per existing labor law of the country. We do not allow any female employees during night shift operations & we strictly prohibit any form of forced labor. We actively pursue the policy of No child labor in SQUARE.

Transparency & business ethics is the core value of SQUARE and it is strictly followed at every step of the business processes. Every business in SQUARE is modeled in a way that enables the management to ensure highest degree of both financial and behavioral accountability. SQUARE pursues Zero Tolerance policy against all kinds of corruption.

SQUARE's activity goes well beyond the sphere of business. As socially conscious and responsible corporate body SQUARE is committed to the improvement of the society as a whole. Meril-Prothom Alofestival sponsored by SQUARE, has become a national calendar event. SQUARE helps many NGO's in their effort to make available healthcare to the disadvantage population of the country. It sponsors programs to build awareness on the healthcare need. SQUARE is also a major sponsor of sporting events in the country.

SQUARE is proud to be a Bangladeshi Company actively involved in various field of Corporate Social Responsibility.

*Awarded the Asia Responsible Entrepreneurship Awards 2014-South Asia.*

Square Herbal & Nutraceuticals Ltd. (SHNL) has been awarded the "Asia Responsible Entrepreneurship Awards 2014-South Asia" under the category of 'Social Empowerment Award'. The Asia Responsible Entrepreneurship Awards is a regional recognition Award organized by Enterprise Asia to honor companies for outstanding, innovative and world-class products, services, projects and programs. These programs demonstrate the Enterprise's leadership, sincerity and on-going commitment in incorporating responsible and ethical values, legal compliance, concerns for health issues, respect for people and individuals, involvement in communities and protection of the environment into the way they run their

Enterprise. SHNL has won the Social Empowerment Award after competing with all Asian countries for recognizing the impact of running the business to the environment and seeks to reduce and reverse the impact by Green Product Designs especially for 'Basak cultivation'.

SHNL'S business model was "Increasing family solvency and self employment of poor marginal farmers (especially women) by using homestead or unutilized land through cultivation of Basak plant." It impacts in environment and increases social values and integrity through plantation of medicinal herbs.

### *Support to education*

SQUARE Kindergarten & SQUARE High School. SQUARE Kindergarten is constructed primarily to facilitate quality education to the children of the employees in Pabna. This is a 100% "not- for-profit" initiative where the students receive quality education at a very subsidized fee. Other than its own employees' children, it also provides this education facility for the children of local community. SQUARE Kindergarten extended its facility from Primary Level (Grade I – Grade V) to Secondary Level (Grade VI and upwards) by establishing SQUARE High School.

Award for facilitating higher education.

In recognition to merit, SQUARE awards Gold Medal to the students of Dhaka Medical College who secure the first position.

Pick-up and drop services for the school going children of factory employees.

### *Sponsoring "SQUARE-Dhaka Residential Model College 7th National Science Festival 2014"*

Square Pharmaceuticals Ltd. has participated as the title sponsor in the SQUARE-Dhaka Residential Model College 7th National Science Festival 2014. The science festival was held from 6th February 2014 to 8th February 2014. Students of different schools and colleges presented their science project results in the form of a report, display board, and models in this science festival to enrich their science knowledge.

### *Women Empowerment*

Housing & Transportation Facility for Female Employees for empowering & encouraging them to do the job.

### *SQUARE is partnering one of the projects of CARE - "JITA"*

Through this project we ensure empowerment of rural women as they can earn money by purchasing SQUARE products at Trade Price & by selling those products to rural households at Maximum Retail Price (MRP) and also ensure basic health & hygiene to the rural area by the sales women in explaining the necessity of using sanitary napkin and health soaps and making these products available at their doorsteps.

SQUARE is operating a fuel station named "Eakub Filling Station" in Pabna which is run by women.

### *Commitment towards society & support to social grounds*

### *Vaccination & Breast feeding awareness to 3.3 million mothers*

Through direct outbound phone call, SMS blast, product pack communication, Square Toiletries Ltd. attempted to make mothers aware about the importance of breast feeding and vaccination. Not only that, each and every call we receive at SUPERMOM teleservice, we remind every mother about it. This has helped to ensure the future of 3.3 million babies and help eliminate polio from Bangladesh as well.

### *Operating 24/7 free helpline for mother and Babies*

Supermom is a free telephone (0961 2222 333) service and a full-fledged interactive Bengali website (www.supermombd.com) for mothers and their babies. Every mother, we believe is a Supermom. Saluting these Supermoms, to make their life a little easy, we operate this service, to help mothers to be the finest mom. Teamed up with experts and professionals, this praiseworthy initiative by Meril Baby from Square Toiletries Ltd is there to keep a mother and the baby protected, healthy and safe!

Starting from pregnancy planning, taking care during pregnancy and growing up information for babies all are available in the service, absolutely free.

In a forum, all the moms can interact with one another, share information and experiences, get tips from the experts and learn about the suitable high-quality products for their babies. In short, Supermom is the hub for all information that could make every mom an extraordinary Supermom.

### *Responsibility towards government*

Highest TAX payer of the country award SQUARE is reputed and recognized as highest TAX paying organization on a regular basis. Honorable Chairman of SQUARE group is awarded as highest TAX payer of the country by the government.

*Special Government medicine supply*
SQUARE supplies customized government medicine as per the requirement of Bangladesh government. Moreover, in times of epidemics and disasters it is always beside the government with its expanded helping hands.

# Description of the Project

## Objective of the Report

Internship report is particular part of internship program and academic studies. This internship report is a reflection of academic knowledge through practical work experience. Thus this report aims to reflect the professional view of real world working environment. Through the research on Human Resource Department of SPL I am able to apply and relate the theories in real organization. The main objective of the report is to determine the effectiveness of the **"Human Resource Management Practice of SQUARE Pharmaceuticals Ltd" and t**o investigate the recruitment and selection system of the pharmaceuticals, to identify the effectiveness of the overall system of Recruitment and Selection Process, and to get practical idea about organizational environment. If necessary, I have to provide some suggestions in the fields requiring improvements.

- **General Objective:**
  To analyze and understand the effectiveness of recruitment and selection as well as training and development initiatives of SQUARE Pharmaceuticals Ltd. in accordance with company development and corporate strategies.

- **Specific Objective:**
  - Studying the general HR policies and their link with the practice.
  - Studying each and every level of recruitment and selection.
  - To know their importance of the Training Need Assessment (TNA).
  - Studying the promotional test parts and procedures.

## Methodology

- **Primary data**
I have collected primary information by survey, interviewing employees, observing various

organizational procedures and structures. Primary data were mostly derived from the discussion with the employees and practical observation of documents and personal experience during Internship period. Primary information was collected from the following sources:

***Short Interview:***

I took a short interview of Md. Yunus Ali on Training and Development, Mr. Barnobus Sagar Halder on PMS and Reward management, Mr. Tariqul Bari on Recruitment and Selection of Dhaka Unit, Mr. Sahidul Islam on ERP system, Mr. Sazzad Hossain on Recruitment software, Mr. Nurul Islam on Training and Development, Mr. Zahin Iftekhar Rasul on Pabna Unit and of Mr. Abu Mohammed Mohiuddin on Recruitment and Selection of the field force.

***Manuals/Reports:***

A lot of information has been extracted from the Training and Development Manual of SPL and Training Report of SQUARE. The Annual Report has also provided significant facts regarding the company.

- **Secondary Sources**

These sources were mainly used for "Literature Review". Sources included internet links of HR-based websites; SQUARE Pharmaceutical Ltd.'s website for background information; textbooks covered during curriculum study at EWU for definitions and explanations and A few online eBooks that have significant explanations of Human Resource Management work processes.

## Limitations

The project is full of information but it has some limitations too, as it may slightly different from the actual scenario.

- For confidential reason or secrecy of management of SPL it had not been possible for me to collect all THE necessary data for this project.
- Lack of time availability of the supervisor was another limitation for preparing this report.
- A large quantity of time was required to manage and sort the huge chunk of data in proper manner.

▪ The officers were extremely co-operative but amidst their laborious tasks they found it difficult to give me time and provide knowledge on practical activities. Moreover they had to work in a very tight schedule.

# Recruitment & Selection Process of Square Pharmaceuticals Ltd.

SPL follow a systematic and software based recruitment and selection process for pool the suitable candidates and select the best candidate among them. Recruitment and selection have some differences for executive, non-executive and sale force employees. Sale force employee recruitment process is completely different and it is mainly the Training and Development wings responsibility and it is describing Training and Development part. Here the Executive and Non-Executive employees' recruitment and selection process is described in two portions.

## Recruitment System Software

SPL has own recruitment software developed by SQUARE INFORMATIX Limited[1] named Recruitment System. This system is linked with the SQUARE Pharmaceuticals website and all the job advertisement posted through the help of this software.

This software is well developed and has different section for controlling requitment process. When a job requirement approved by the MD/Chairman/vice Chairman. HR prepare a advertisement for the website. For executive and non-executive post HR need to feel up some option in this software like job description, specification etc. These informations use when resumes are screened through software.

SPL use this Recruitment System Software only screening the Executive level posts because it is difficult for the non-executive post candidate to feel up the form. As well as they are not suitable and do not have easy access to internet.

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[1] http://www.e-home2u.com/

All the information which is given by the candidates while applying for any post remain in the software. The applicants get an ID number against their joy application. After the last date of resume submission the HR screen the resumes. It is a easy process because there are some criteria through which they sort out the resumes. Example: If HR is searching for a BBA graduate they filter in the degree name option box and type BBA and all the BBA holders' resume sorted form all.

If the sorted resume (by the software) number is huge then HR make sort listed by manually and call for the written test.

Each and every job and job related information of SPL preserved in the archive section of the software. If it is necessary HR can see the past job information.

Those how upload their resume in SPL website all data preserve in that software. The applicants get call when there is any job match with their human skills.

## Executive Recruitment and Selection process

## Recruitment

### Step 1: Requisition raised by respective Department
Manager of a specific department submit requisition proposal to the HR department when they feel that they are in need of an executive/executives with a new position/positions or in vacant position. Manager right a requisition mentioning the post name, number of employees they need with the post Job Description and Specification.

### Step 2: Justification of Requisition
After getting the requisition the Human Resource Department verify the request or requisition and find justification if the post or person is necessary for the firm or not. By raising and answering some questions like; if the department is running without that employee/employees post how the rest of the employees accomplishing the work, if it is for factory then new employee will work in which post.

If HRD feel that human resource is necessary for that department then they will propose it to MD/ Chairman/Vice chairman for approval. On the other hand, if they feel that employee is/are not needed then HRD reject the requisition.

***Step 3: Approval from the authority***

When the HRD propose the justified requisition to MD/Chairman/Vice chairman for approval MD/Chairman/Vice chairman singed the requisition if they satisfied with the justification if not then the requisition rejected**.**
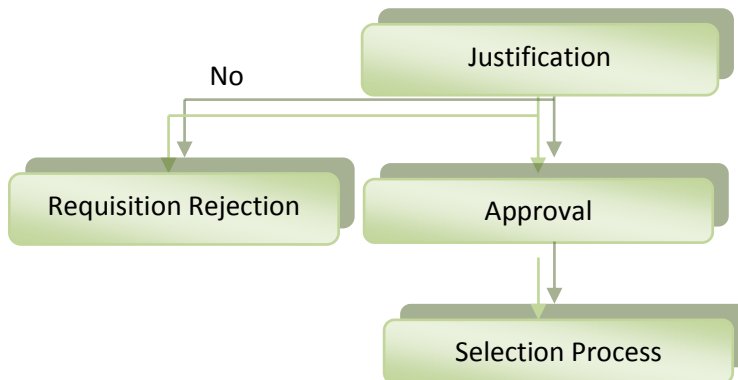


*Figure: Flow chart of Recruitment Process of Executive level*

## Selection
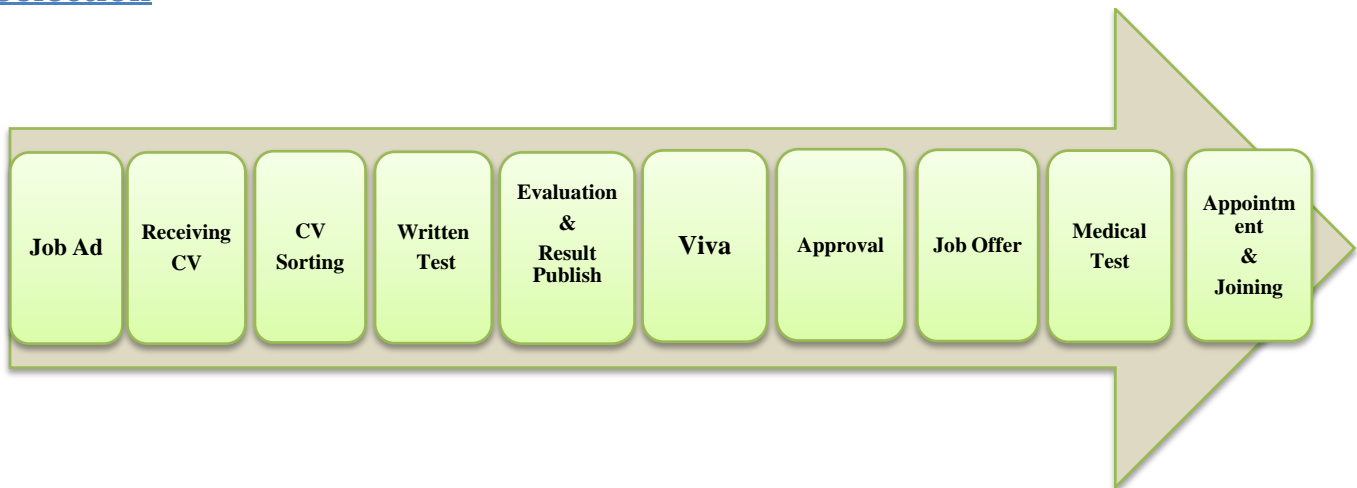


*Figure: Flow chart of Selection Process of Executive level*

*Step 1: Advertisement*

When the requisition get approval the HR department first search in the Waiting List2 File. If there is selected candidate in waiting list they will offer the job if not HRD give an advertisement on their own website in job section under Careers option. Not only in own website but also in bdjobs and Prothomalo Jobs portal SPL provide its job advertisement. For executive3 position bdjobs and Prothomalo Jobs SPL provides the link for application and the main application done by its own website.

SPL has also the access to the bdjobs CV bank section and can collect resume for the require post for suitable candidates.

- *E-Recruitment*

SPL has a system named E-Recruitment (Figure 2) under the website. This option helps a candidate to upload its resume to the SPL server and can apply if there is any suitable job advertisement. SPL has an option to allow job seeker uploading their resume in SPL resume section. The job seekers need to open an account against their email address with a password. They get 60 minutes for uploading their resume by fill-up a form with Passport size picture. SPL can contact the applicant for suitable post when needed.

*Step 2: Receiving CVs*

SPL has own recruitment software developed by SQUARE INFORMATIX Limited4 named Recruitment system. All the applied candidates CVs stored in the system. The candidates automatically get an applicant ID number for any post. HR can get all information how many CVs are submitted for a single post each and every minute.

*Step 3: Sort out /CV sorting*

At the last date of the applying for the job the job advertisement closed and the HR start sorting for the post. This screening is software based so it takes a shot time to match the resume with the required qualification. If a large number of applicants

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[2] Waiting list is open for 1 year.
3 For Non-executive and sales force the procedure is different. See page no

[4] http://www.e-home2u.com/

match with the required qualification HR start screening manually to make a shortlist for the written test.[5]

### Step 4: Written Test:

For each and every executive and non-executive post SPL always arrange a written test examination. HRD calls/sent text message to the candidates for written test.

Written test examination contains two parts:

- ### Aptitude Test:

    This part includes English, Mathematics, IQ, critical analysis related questions. The main intention of this part is to find out the candidates knowledge level.

- ### Subjective Test:

    In this part subject related questions are delivered for judging candidates subject knowledge. This portion may contain:

- MCQ
- Case Study
- Broad Question
- Short Question

    The required department prepares the subject related question. As an Example: For QC executive post functional department prepare the question and after the exam they check that part of the exam script.

### Step 5: Script Evaluation & Result Publish

The written test copy coded and separated in three parts. Only the Front Page contain the candidates name and ID, and the other two parts get the coded number for avoid the biasness. The HRD keep the front pages and the two different sections distributed for checking. After checking the exam copies the departments return the copies to HRD and HRD compile the sections with the front page with the help of coding numbers. Then the HRD prepare the final result by combined the two sections marks.

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[5] Usually for HRD executive and receptionist post there is a preliminary viva-voce for more screening because these kinds of post require high communication skills.

After preparing the result the HRD gets the top scored candidates. HRD first e-mail the candidates by congratulating them for qualified in written test and inform the next viva-voce test.

In the attachment HRD provide a Management Application Form. HRD call the candidates and inform them the specific time for each candidate.

As a preparation part HRD print the CVs of the candidates which they filled up online and attach them with the single candidate copy for proper judgment.

### Step 6: Viva-Voce

Generally, for executive post there is only one viva-voce but for the HRD and PMD (Product Management Department) HRD arrange tow interviews.

- For conducting a competency based structured interview HRD always arrange panel Posts to be filled

- Number of persons

- Duties to be performed

- Qualifications required

Interview: In interview panel HRD always involve next level manager and the respected Departmental Head. The candidates are examined by much type of questions. HR provides an evaluation form where the interviewers comment under different criteria. And at the end they feel up the recommended/not recommended option with proper explanation.

### Step 7: Approval from the Authority:

After the final selection HRD take decision which candidate they want for their post. If there is only one post and HR find 3 best mach for the post they offer the best candidate among them and other 2 candidate informed that they are in waiting least. The waiting least validity is one year. If HR get in need for argent hiring for any new or vacant post within one year without any other examination HR can appoint the waiting least candidates.

After the selection HR make a summary of the selected candidate who qualify for the post and get approval from the MD/Chairman/Vice chairman for offering job.

### Step 8: Certificate Verification

If the authority approved the qualified candidate, the candidate called by HR for accepting the job letter with their SSC, HSC, Honors, and Masters Original certificates for verification. The HR executive verifies the certificate and the result.

### Step 9: Job Offering

When HRD get the approval from the higher authority, HRD offer job to the qualified candidate by Job Offer Letter. In job offer letter all the details like privation period duration, privation period ending date, privation time salary, benefits, provident fund rules, bonus, profit share etc. If the qualified candidate agrees with the teams they sign the letter and accept the job.

### Step 10: Medical Checkup

After Job accepting by the qualified candidate HRD send them for Medical Tests. SPL provide this facility free of cost from SQUARE Hospital Ltd. If there is no major problem like kidney failure the qualified candidate can join as an employee with SPL family.

### Step 11: Appointment

End of all process the HR provide appointment letter to the employee mentioning the appointment date, his/her post.

### Step 12: Joining Window

SPL maintain two joining window one is the beginning of month and another is in the middle. The appointed employees are provided the Joining window time.

## Non-Executive Recruitment and Selection Process

There are some differences in the recruitment process for non-executive positions. The different steps are describing bellow:

### Step 1: Advertisement

When the requisition get approval the HR department give an advertisement on their own website in job section under Careers (Figure:1)option. Not only in own website

but also in bdjobs and Prothomalo Jobs portal SPL provide its job advertisement. For non-executive position bdjobs and Prothomalo Jobs SPL provides direct job advertisement and the details how to apply and also the last date of apply.

### Step 2: Sort out /CV sorting

For non-executive employees the CV screening process is manual. Each and every CV screen manually and the screened CV candidates called for written test.

### Step 3: Medical Test

For the factory workers who are directly involved with medicine production they tested a special allergic test.

In the team of head hunting like for the post of AGM, DGM or GM there is no specific format for required.

## Time Line of Recruitment and Selection

| Work | Days |
|---|---|
| *Justify the manpower requisition and take approval from Management within 10 days from receiving the requisition* | *10* |
| *Ensure JD and prepare and initiate advertisement in proper media within 02 days from requisition approval* | *02* |
| *Arrange Written test, Prepare questionnaire, evaluate scripts and publish result within 30 days from written test result publish date* | *10* |
| *Arrange viva-voce, inform the candidates and board members within 10 days from written test result publish date* | *10* |
| *Compile selected candidate's documents, make proposal and take final approval from MD within 5 days from final viva* | *05* |
| *Inform selected candidates, collect and verify necessary documents and provide offer letter to the selected candidate and arrange Pre- Employment Medical Test at SHL and assist in verification of the reports within 10 days from final approval date* | *10* |

| | |
|---|---|
| *Prepare and handover the Appointment Letter to the selected candidate within 03 days from medical report's verification date* | *03* |
| *Joining arrangement of selected fresh candidates' immediate next joining window of month's 1ˢᵗ day or 15ᵗʰ day (30 days extra for experienced). Ensure proper Documents from the newly joined employees, Initiate Joining Circular and ensure Placement of the newly joined employees on the joining date* | *10* |
| **Total** | **60** |

*Table: Time Line of Recruitment and Selection*

## Training and Development

Training and Development wings main work is to recruitment and selection process of the filed/sales force MPO,SPO, SO, conducting the induction training, job confirmation test, appoint the final selected field force, promotion of the sales/field force MPO to TM, SPO to FM (see the organogram of AgroVet ), assenting the training needs of overall SPL, conducting the training.

Training and Development work can divide in two Part.
- Sales Force Related
- TNA

### Training Need Assessment (TNA)
SPL conduct TNA for all employees after every two years. SPL follows two methods for assess their employs training need.

- By using TNA form
- From PMS

### TNA for Executive levels

For TNA SPL has a common TNA Form. HR department sent TNA Form to each and every department of each and every unit (Dhaka and Pabna) by emailing the departmental heads. And the departmental heads distribute the TNA form to their employees by 30th April.

The employee s fills up the TNA form according to their own needs. After fill up the form they back the form to their supervisors. The respective supervisor evaluates the form and has the authority to add training topic if they feel those topics will help the employees to develop.

All the departmental heads send the fill up TNA form to HRD by 31st May. If any employee joined after 31st May his/her TNA would be send within six months of his/her joining.

The HR department of CHQ prepares a summary on the TNA form. By summarizing HR find out the hot topics which are required highly by the employees. Depend on demand HR provide a weight to the topics and by calculation HRD make priority on training topic.

TNA is also done by the help of PMS (Performance Management System) From PMS HR can identify an employee's training needs. The gap of competency and job requirement is training need. HR prepares a training calendar basis of quantity and ranking priority of training needs.

### TNA for Non-Executive levels

Non-Executive level employees TNA mainly done by the information provided form PMS (Performance Management System). Training Need = Job requirements – Competency.

### Training Arranged by HR

HR arranges the training by using both internal and external sources. Internal source is first priority. HR communicates with the source for arranging training. Prepare the Budget; prepare the training module/schedule and finally Co-ordinate the entire training program.

- ***Structured evaluation***

After the whole training program HRD takes structured evaluation on overall training program, evaluation from the trainee about the trainer and also evaluation of the trainee to know the training output..
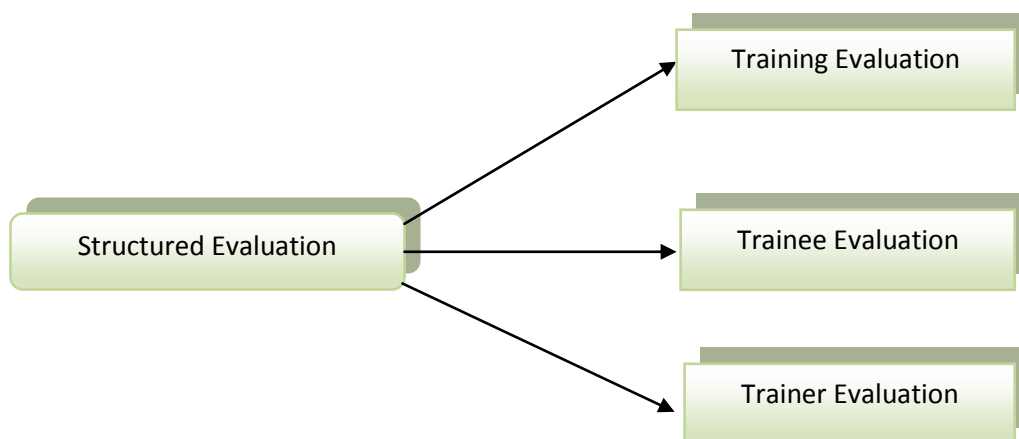
*Figure: Structured Evaluation*

  ▪ ***Overseas Training***

SPL always take initiative to provide its employee for overseas training. After the successful training when the trainee returns HR arrange a presentation session. The trainees give a presentation on their learning from the training.

For overseas training SPL give scope also for the non-executive employees as well as executive and manager level. SPL need to introduce modern and improved machineries and technique for new medicine for this the employees need training like operating, maintenance of the training.

## *On the job training programs*

 SPL is the flagship in the pharmaceutical industry in Bangladesh. It provides in-plant-training for the pharmacy, micro biology, chemistry, applied chemistry students. Each and every student who applied through their University gets opportunity for three months long in-plant-internship training.

SPLs' SAP work team is working on to include the TNA process by this year. If TNA can cover by SAP then the TNA process will be become more simple and time consuming.

## Sales Force

SQUARE Pharmaceutical Ltd. has three types of Sales forces, Pharmaceutical Devision, AgroVet Division and Pesticide Unit. SQUARE Pharmaceutical arranges different training session with different schedule and module guide.

The different Sales force has their different designation. Sales force for Pharmaceutical and Harbal & Nutraceutical products designation starts from Medical Promotion Officer (MPO), AgroVet Division from Sales Promotion Officer (SPO) and from Pesticide Unit Sales Officer (SO).
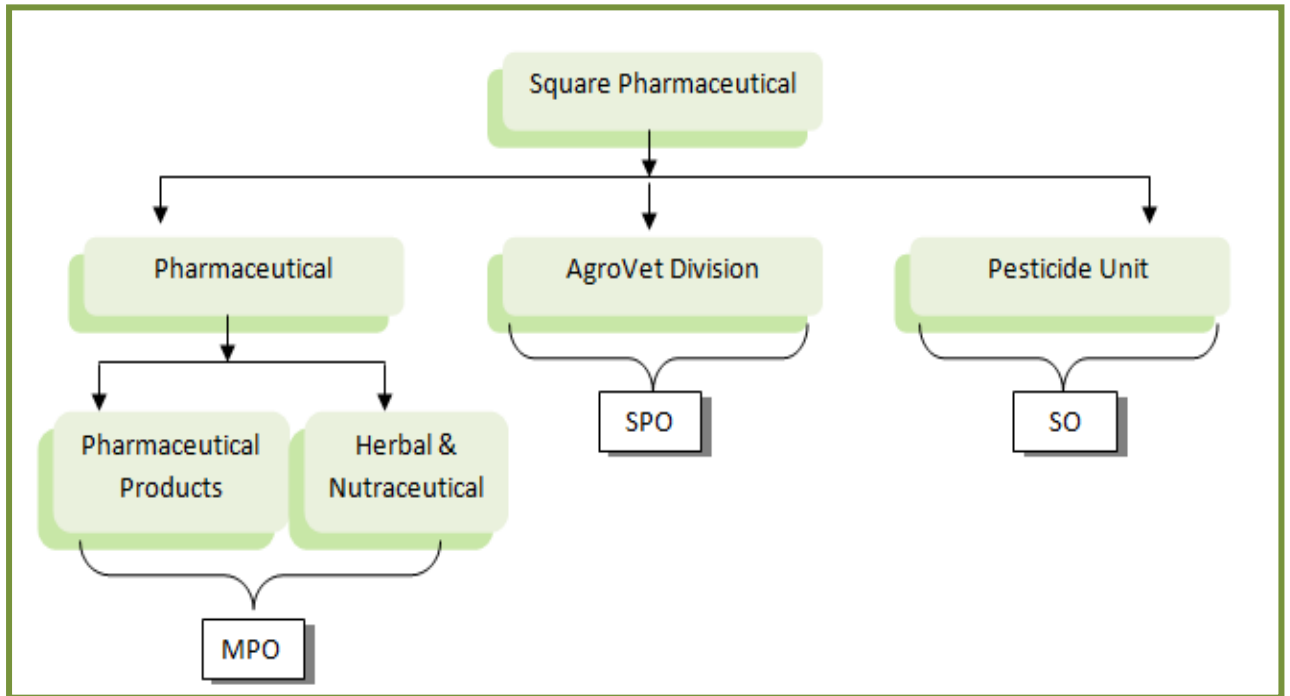


*Figure: Field Force*

Sales force is very important to generate profit. To obtain the maximum sales target the Sales force give trainings like field training, induction training. Training and Development wings of HRD conducted the whole process of Recruitment and Selection process of the sales force.

**Organogram of Field Forces**

*(Pharmaceutical Division)*



*Figure: Flow chart of Pharmaceuticals*

*(Agro Vet Division)*



*Figure: Agro Vet Division*

*(Pesticide)*

```
┌──────────────────────────────────────┐
│   Deputy General Manager (Agro Vet)   │
└──────────────────────────────────────┘
                  ↓
┌──────────────────────────────────────┐
│     Sales Manager(SM)(Agro Vet)       │
└──────────────────────────────────────┘
                  ↓
┌──────────────────────────────────────┐
│          Area Manager (AM)            │
└──────────────────────────────────────┘
                  ↓
┌──────────────────────────────────────┐
│          Field Manager (FM)           │
└──────────────────────────────────────┘
                  ↓
┌──────────────────────────────────────┐
│  Sr. Sales Promotion Officer (SSPO)   │
└──────────────────────────────────────┘
                  ↓
┌──────────────────────────────────────┐
│   Sales Development Officer (SDO)     │
└──────────────────────────────────────┘
                  ↓
┌──────────────────────────────────────┐
│          Sales Officer (SO)           │
│                                        │
│           (Non-Management)            │
└──────────────────────────────────────┘
```

*Figure: Pesticide*

### Recruitment and Selection of Sales Force

Recruitment and Selection process of Sales force is different from Executive and Non-executive employees. The process is describing with the help of a flow chart.

```
┌─────────────────────────────┐
│         Requisition         │
└─────────────────────────────┘
              ↓
┌─────────────────────────────┐
│        Justification        │
└─────────────────────────────┘
              ↓
┌─────────────────────────────┐
│          Approval           │
└─────────────────────────────┘
              ↓
┌─────────────────────────────┐
│        Advertisement        │
└─────────────────────────────┘
              ↓
┌─────────────────────────────┐
│       Walk In Interview     │
└─────────────────────────────┘
              ↓
┌─────────────────────────────┐
│         Written Test        │
└─────────────────────────────┘
              ↓
┌─────────────────────────────┐
│  Script Evolution & Result  │
│           publish           │
└─────────────────────────────┘
              ↓
┌─────────────────────────────┐
│        Field Training       │
└─────────────────────────────┘
              ↓
┌─────────────────────────────┐
│         Paying TA/DA        │
└─────────────────────────────┘
              ↓
┌─────────────────────────────┐
│       Induction Training    │
└─────────────────────────────┘
              ↓
┌─────────────────────────────┐
│    Final Written test and   │
│             Viva            │
└─────────────────────────────┘
              ↓
┌─────────────────────────────┐
│           Posting           │
└─────────────────────────────┘
              ↓
┌─────────────────────────────┐
│      Job Confirmation       │
│        Examination          │
└─────────────────────────────┘
              ↓
┌─────────────────────────────┐
│       Job Confirmation      │
└─────────────────────────────┘
```

*Figure: Flow Chart of Recruitment and Selection of Sales Force*

### Step 1: Requisition

For sales force the requisition come from Sales Department. Depend on the market expansion, dividing the market territory, turnover rate sale give a requisition to the HRD mentioning the number of sales person they need, job description and specification.

### Step 2: Justification of Requisition

After the submission of the requisition HRD start justifying the requisition. Like how many sales persons are now at the reason and how they are managing the duties and work. If HRD feels that sales person's requirement need minimize they can cut down the number of sales force. If the requisition is justified then HRD prepare documents for Requisition approval.

### Step 3: Approval of Requisition

When the HRD propose the justified requisition to MD/Chairman/Vice chairman for approval MD/Chairman/Vice chairman singed the requisition if they satisfied with the justification if not then the requisition rejected.

### Step 4: Advertisement

After getting the approval of the higher authority HR training and development wings prepare an advertisement for print media. Usually SQUARE Pharmaceuticals Ltd. publishes their advertisement in "Dainik Prothomalo" and tries to publish in job news page. Same advertisement is also publishing in SQUARE Pharmaceuticals Ltd. website under career tab. In job advertisement the job description and specification is briefly informed. Field force job test first part is walk in interview. The process of applying for walk in interview is also described in the advertisement.

### Step 5: Walk in interview

1st step of field force is walk in interview. Walk in interview mainly take in differently all over the country. In a fixed date exam is done in different places (Rajshahi, Ranpur, Barishal, Josser, Mymensingh, Chittagong, Sylhet) on same day, same time on same question. Only Dhaka examination took on different question in different day. Different district examination mainly took in different deports (23 deports) and the Dhaka district examination taken in CHQ.

- Walk in interview conduct in two part:
  1. Viva
  2. Written test

In viva the general science related question is asked with some general knowledge question. For MPO the persons are preferred who had done their SSC, HSC in Science and Honor's and Masters with biological science for SPO SSC , with 4th subject Agricultural Science , HSC, Honor's in Science and for SO SSC, HSC and Honors' in Science respectfully.

Those who qualify in viva have to seat for written test in the same day. The interview is always panel interview. Three interviewers conduct interview session 1 person from Sales, 1 person from HRD and 1 person from PMD to judge interviewee perfectly. Written test is on general science question, general knowledge and simple English part.

### *Step 6: Script evaluation and result publish*

All the copy come to CHQ the training and development wings check the scripts and publish the result within five working days.

### *Step 7: Field Training*

For field training the T&D teams allocate each and every candidate a specific market to learn how the field forces work. This training usually takes 5-7 days. The candidates get on the job training while visiting the market and after the field training they get an option to set their mind. If anyone feels that he is not capable to do this work he can withdraw him from the process and job. All the field training cost TA and DA is given from the organization.

### *Step 8: Paying the TA and DA*

After field training the field force candidate comes in a fixed date to start their induction training and at the first day all the payment of TA and DA is given. The trainees have to show the evidence like the receipt of hotel bill, bus ticket etc.

### *Step 9: Induction Training*

In the Induction training period the field force get training on their product relegated and others training. Example: MPOs get different pharmaceuticals related product knowledge, knowledge on human body system, on sales etc. Each and every day the

trainee needs to attain Quiz test on the study of the previous day. HRD provides the MPOs necessary instrument for study like bag, Module, dictionary etc.

**Duration of Induction Training:**

| Field Force | Duration |
|-------------|----------|
| MPO | 2 months |
| SPO | 20-22 days |
| SO | 8-10 days |

*Table: Duration of Induction Training*

### Step 10: Final Written test and Viva

After the induction training the candidates has to seat for a final written test and viva. They need to carry pass marks in both the written test and viva separately. The questions are given from their syllabus of the course.

The interview is always panel interview. Three interviewers conduct interview session 1 person from Sales, 1 person from HRD and 1 person from PMD to judge interviewee perfectly.

### Step 11: Posting

The final qualified candidates get the appointment letter, the ID card and the won visiting card. The Sales departments give the posting of the employees where they need field force.

### Step 12: Job Confirmation Examination

After six months of the employees seat for another exam for job confirmation. Usually job confirmation examination taken on fifth months' first week after the posting of the field force. If anyone is not able to pass the exam he is given another opportunity to seat second time. The second opportunity is given on sixth months' third week.

*Step 13: Job Confirmation*

Those who earn pass marks in the examination finally get job confirmation letter and get a fixed market for their daily work.

# Analysis, Results & Discussion

For my report I have surveyed 25 of employees from the company based on the Recruitment and Selection Process in Square Pharmaceutical Ltd. From the survey I have gathered results regarding 8 statement questions. I have found out the percentage of each answers of the question, where the answers were given by the employees according to their rating level of agree and disagree. The graphical charts are presented below:

1. **The recruitment and selection processes in this organization are impartial :**

   According to this statement, the responses of the employees are:

   56%    Agree,

   32%    Strongly Agree,

   8%      Neither Agree nor Disagree,

   4%      Strongly Disagree.

   Based on the survey result, it can be said that the recruitment and selection processes in this organization are quite impartial, as the majority of the employees agree to the statement.
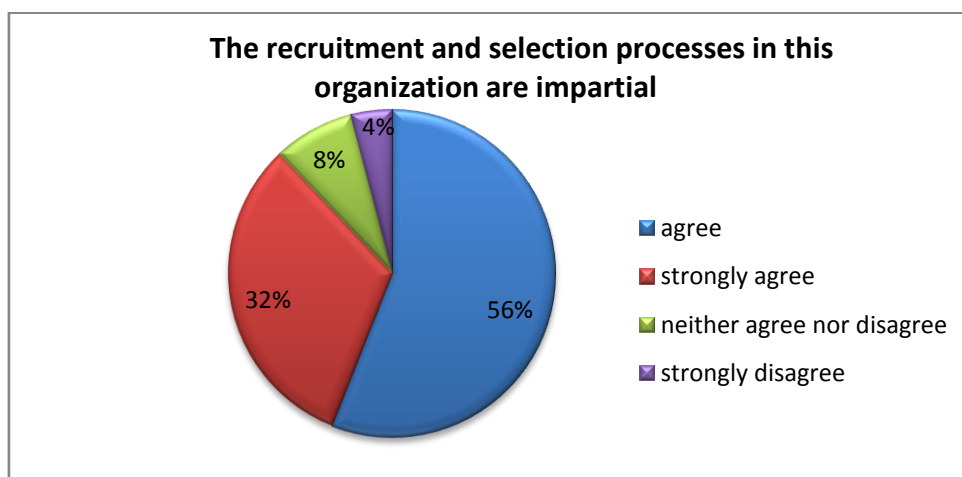


*Figure: 1*

**2. Favoritism is *not* evident in any of the recruitment decisions made in this unit :**

According to this statement, the responses of the employees are:

64%    agree,

20%    strongly agree,

12%    neither agree nor disagree,

4%    disagree.

Based on the survey result, it can be said that, it is quite true statement for the company as the majority of the employees agree to the statement.
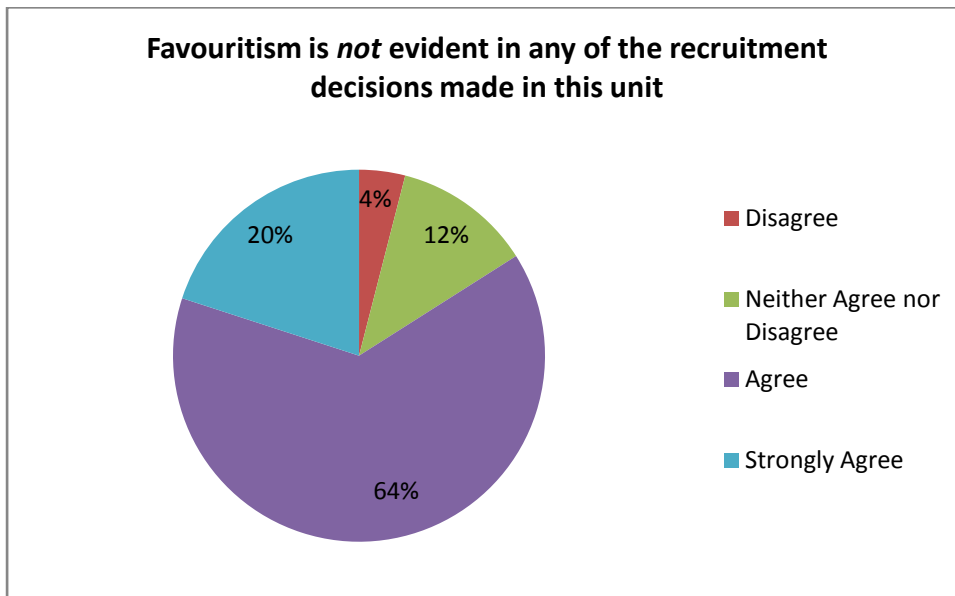


*Figure: 2*

**3. Interview panels are used during the recruitment and selection process in this unit :**

According to this statement, the responses of the employees are:

28%    agree,

72%    strongly agree,

Based on the survey result in figure (3) , it can be said that, it is mostly true statement for the company as the majority of the employees ; that is 72 % of the employees strongly agree to the statement.
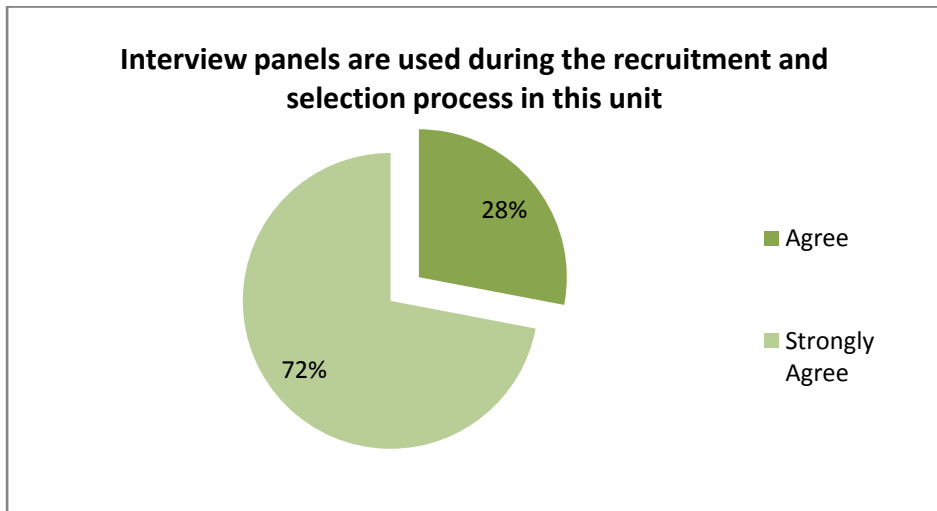
*Figure: 3*

**4. This unit does not need to pay more attention to the way it recruits people :**

According to this statement, the responses of the employees are:

60%    agree,

8%    disagree,

20%    neither agree nor disagree,

12%    strongly disagree.

Based on the survey result, it can be said that, it is mostly true statement for the company as the majority 60 % of the employees agree to the statement.
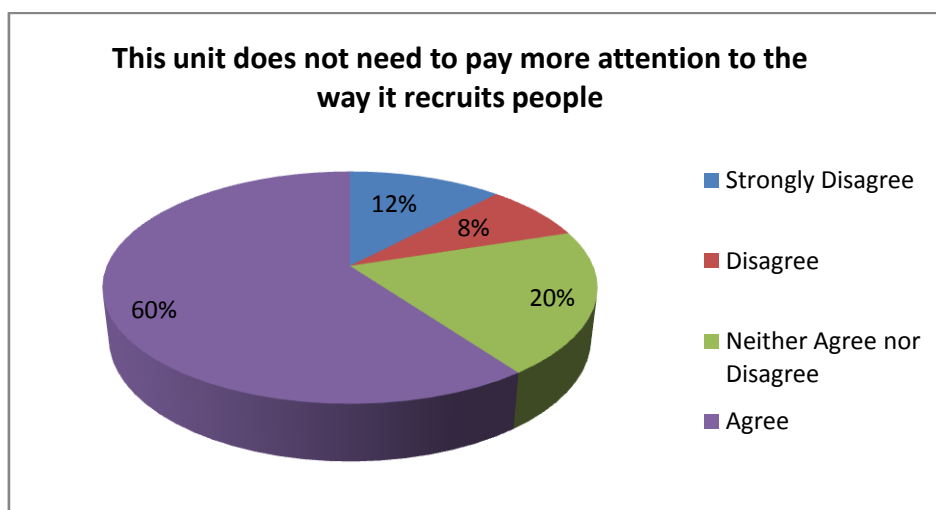


*Figure: 4*

5. **All appointments in this unit are based on merit (i.e. the best person for the job is selected regardless of their personal characteristics) :**

According to this statement, the responses of the employees are:

12%    agree,

16%    strongly agree

12%    neither agree nor disagree,

52 %   disagree

8%     strongly disagree.

Based on the survey result, it can be said that, it is not mostly true statement for the company as the majority 52 % of the employees disagree to the statement.
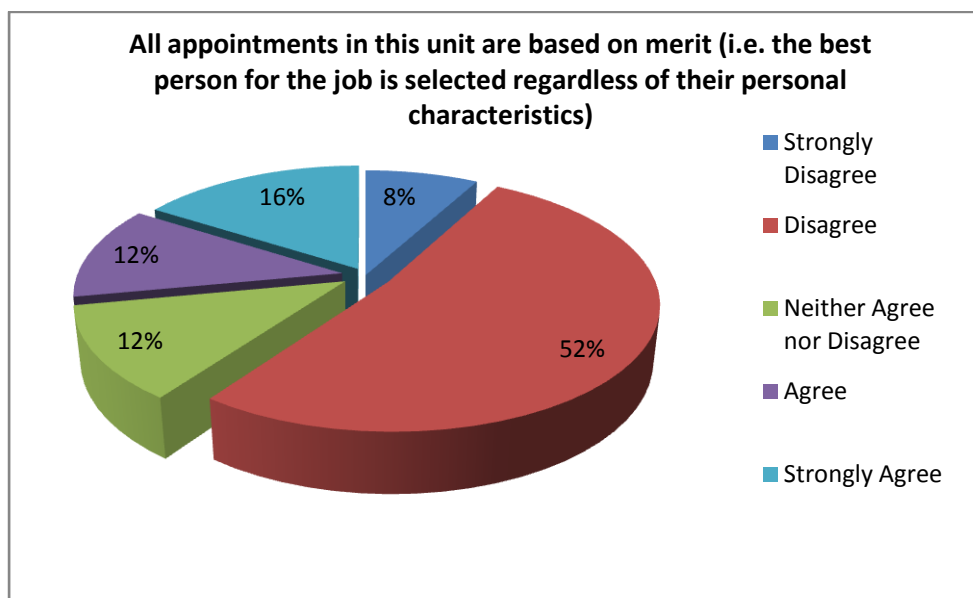


*Figure: 5*

6. **The value and beliefs of this unit are discussed in interviews with potential employees :**

According to this statement, the responses of the employees are:

60%    agree,

20%    strongly agree

12%    neither agree nor disagree,

8 %    disagree

Based on the survey result, it can be said that, it is a true statement as the majority 60 % of the employees agree to the statement.
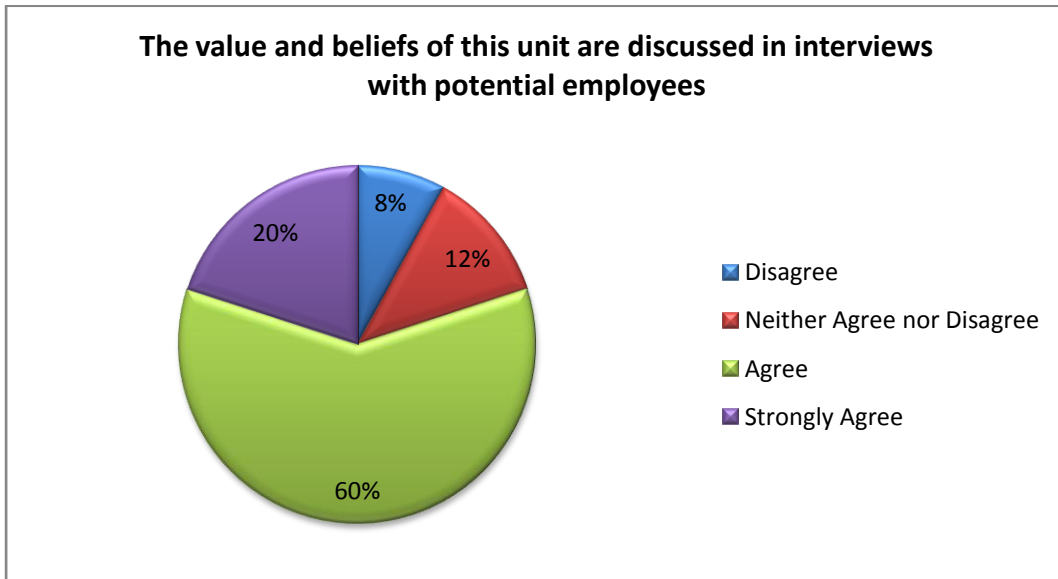
*Figure: 6*

7. **Only the best people are hired to work in this unit :**

According to this statement, the responses of the employees are:

20%    agree,

52%    strongly agree

12%    neither agree nor disagree,

16 %    disagree

Based on the survey result in figure (7), it can be said that, it is a true statement as the majority 52 % of the employees agree to the statement.
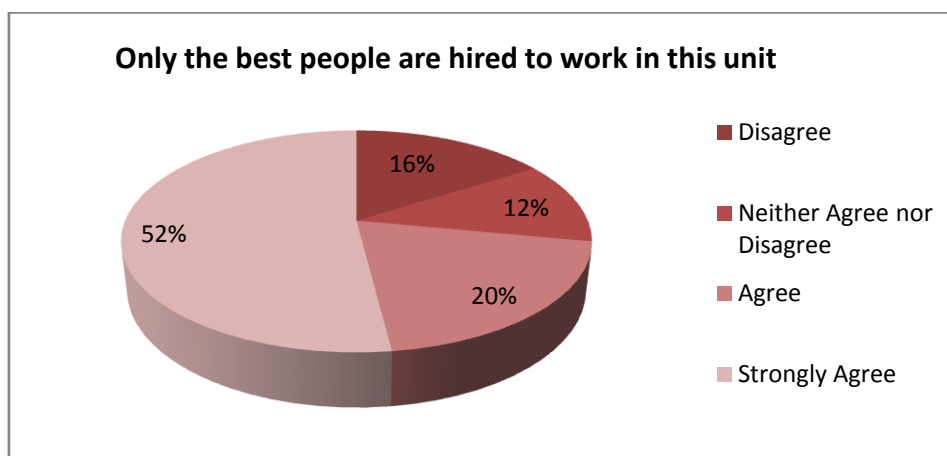


*Figure: 7*

8. **Employees of this unit are involved in the hiring of their peers**

   According to this statement, the responses of the employees are:

   64%    agree,

   8%    strongly agree

   8%    neither agree nor disagree,

   16 %   disagree

   4%    strongly disagree

   Based on the survey result, it can be said that it is very much true statement; as the majority 64 % of the employees agree to the statement.
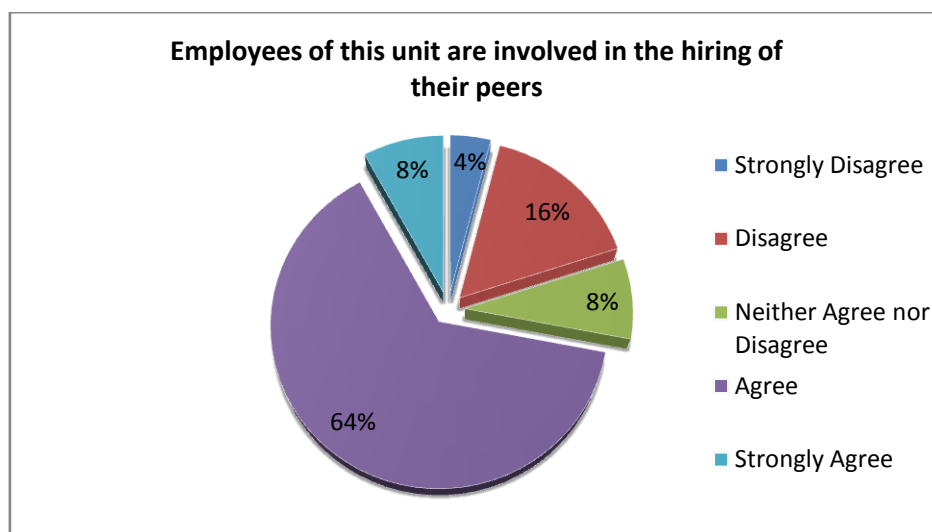


   *Figure: 8*

# Conclusion

It was great opportunity for me to work as an Intern with the Leader Square Pharmaceuticals Ltd Human Resource Department. While preparing this report, I could relate my theoretical knowledge with the practical field and learn how large organizations like Square Pharmaceuticals Ltd perform their HR practices and the outcome of proper human resource management. The best thing of SPL is, they consider the employees as their asset and they do not feel hesitate to invest on them. Consequently, employees are motivated up to the level and dedicated to the company. Square Pharmaceuticals is one of them, who achieved, are achieving and will achieve their objective and goals in future. Square Pharmaceuticals will provide its customer with high quality medicine and become one of the best research based medicine manufacturer in the near future. Square Pharmaceuticals Ltd. represents an organization that thrives for continuous learning and organizational development. For them, organizational development includes a creation of a strongly-bonded culture; maintaining discipline; continuously adapting to changes resulting from both internal and external environment; developing human resources through ongoing development and evaluation initiatives; and completing tasks and goals within a given time frame. The belief is, creating a "Good and Learning company" is more important than presenting a profitable company. Because, continually focusing on Corporate Social Responsibility and adapting to changes will automatically lead to successful company. From its formation to the present day, it has been successful in its endeavors. It provides quality medication and strictly follows all regulations. In Bangladesh over three thousand of people are working here. The medicine of Square is famous in Bangladesh as well as in foreign countries. HR Department of Square is playing a vital role as a corporate strategy maker. Growth of the company depends on hiring, developing, retaining skilled and motivating employees. HR Department is continuously hiring skilled people from wide market and thus provides trainings to cope with global challenges.

# Appendix

## List of Abbreviation

| Abbreviation | Elaboration |
|---|---|
| AM | Area Manager. |
| CHQ | Corporate Head Quarter |
| FM | Field Manager. |
| FS | Field Supervisor. |
| GM | General Manager. |
| MPO | Medical Promotion Officer. |
| MRA | Market Research Assistant. |
| PMD | Product Management Department. |
| PPO | Product Promotion Officer. |
| SAP CO | System Application & Product Cost Controlling. |
| SDO | Sales Development Officer. |
| SMPO | Senior Medical Promotion Officer. |
| SPL | Square Pharmaceuticals Limited. |
| SPO | Sales Promotion Officer. |
| SSDO | Senior Sales Development Officer. |
| SSPO | Senior Sales Promotion Officer. |
| TM | Territory Manager. |
| TNA | Training Need Analysis. |
| KRA | Key Result Area |

*Table: List of Abbreviation*

*Figure: SPL Web site, Career Page*



*Figure: Field Force Advertisement*

*Figure: SPL website career page*

*Figure: Advertisement for Executives*

*Figure: Advertisement for Non-Executives*

| Non Executive Grade Division & Designation | |
|---|---|
| **Grade** | **Designation** |
| B-1 | Officer |
| B-2 | Junior Officer |
| B-3 | SR. Officer Assistant/ SR. LAB Analyst |
| B-4 | Office Assistant/LAB Analyst |
| B-5 | Driver |
| B-6 | Peon/Driver |
| B-7 | Peon |

| Sales Department Hierarchical Levels | |
|---|---|
| **Grade** | **Designation** |
| M-1 | D.M.D. |
| M-2 | Executive Director |
| M-3 | Executive Director |
| M-4 | Director-Sales |
| M-5 | General Manager |
| M-6 | D.G.M. |
| M-7 | A.G.M. |
| M-8 | National Sales Manager(N.S.M.) |
| M-9 | National Sales Manager(N.S.M.) |
| M-10 | Manager-Sales |
| M-11 | Manager-Sales |
| M-12 | Regional Sales Manager (R.S.M.) |

| | |
|---|---|
| M-13 | Regional Sales Manager (R.S.M.) |
| M-14 | Territory Manager (TM) |
| M-15 | Senior MPO (SMPO) |
| M-16 | Medical Promotion Officer (MPO) |

| Managerial & Executive Grade Division & Designation | |
|---|---|
| M-1 | D.M.D. |
| M-2 | Executive Director |
| M-3 | Executive Director |
| M-4 | Director |
| M-5 | General Manager |
| M-6 | D.G.M. |
| M-7 | A.G.M. |
| M-8 | Manager |
| M-9 | Manager |
| M-10 | Manager |
| M-11 | Manager |
| M-12 | SR. Executive |
| M-13 | SR. Executive |
| M-14 | Executive |
| M-15 | Executive |
| M-16 | Executive |

## Research Questionnaire

Welcome to the questionnaire survey on the Recruitment and Selection process at Square Pharmaceuticals Ltd. In this questionnaire you will be presented with a series of questions. You must give only one answer to each question. If you select a wrong answer, just cross it out, and select the correct one. You are more than welcome to ask questions along the way if you have any doubts about the meaning of questions.

In this section we are interested in your opinion about the way you perceive the following statements. Please indicate by checking the appropriate box the extent to which you agree/disagree with each of the following statements. **(1= Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 =Strongly Agree)**

### *Recruitment and Selection :*

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | The recruitment and selection processes in this organization are impartial | 1 | 2 | 3 | 4 | 5 |
| 2 | Favoritism is *not* evident in any of the recruitment decisions made in this unit | 1 | 2 | 3 | 4 | 5 |
| 3 | Interview panels are used during the recruitment and selection process in this unit | 1 | 2 | 3 | 4 | 5 |
| 4 | This unit does not need to pay more attention to the way it recruits people | 1 | 2 | 3 | 4 | 5 |
| 5 | All appointments in this unit are based on merit (i.e. the best person for the job is selected regardless of their personal characteristics) | 1 | 2 | 3 | 4 | 5 |
| 6 | The value and beliefs of this unit are discussed in interviews with potential employees | 1 | 2 | 3 | 4 | 5 |
| 7 | Only the best people are hired to work in this unit | 1 | 2 | 3 | 4 | 5 |
| 8 | Employees of this unit are involved in the hiring of their peers | 1 | 2 | 3 | 4 | 5 |

## Demographic information:

1. Your full-time work experience (in years): _____

2. Number of members in your work group/department: _____

3. Your gender: i) Male   ii) Female

4. Your age: _____

5. Your position by organizational level is considered to be:

   i) Top   ii) Middle   iii) Lower

6. The name of your functional area or work group: _____

7. Your highest educational attainment: _____

8. Your organization's category:

   i) Manufacturing   ii) Education iii) Financial Service

   iv) Other _____

**Thank you for your co-operation**

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**Reports/ Manual:**

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- Human Resources Manual SPL

- Training Manual of SPL

**Informal Sources:**

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- Discussion with Mr. Barnobus Sagar Halder, Manager SPL

- Discussion with Mr. Tariqul Bari, Senior Executive,SPL

- Discussion with Mr. Sahidul Islam, Senior Executive,SPL

- Discussion with Mr. Sazzad Hossain, Executive,SPL

- Discussion with Mr. Nurul Islam, Executive,SPL

- Discussion with Mr. Zahin Iftekhar Rasul, Executive,SPL

- Discussion with Md. Anisul Alam, Executive,SPL

- Discussion with Mr. Abu Mohammed Mohiuddin, Executive,SPL