

Internship Report on

*‘The Effectiveness of Recruitment and Selection of
SQUARE Pharmaceuticals Limited’*



The Effectiveness of Recruitment and Selection of SQUARE Pharmaceuticals Limited



Submitted to:

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Subject: Submission of Internship Report on ‘The Effectiveness of Recruitment and Selection of SQUARE Pharmaceuticals Ltd’.

Dear Ma’am,

With immense pleasure, I would like to submit my internship report on ‘**The effectiveness of Recruitment and Selection of SQUARE Pharmaceuticals Ltd**’ which is a pre-requisite to complete my Bachelors of Business Administration program.

My internship program was conducted under your utmost supervision and the report is built under your direction. During this 12 week long program, my assignment was being associated with the HR department of SQUARE Pharmaceuticals Ltd.’s under Recruitment and Selection process team. Insights, erudition’s, observations and experiences of mine are inserted in this particular report thoroughly.

I will be obliged if you accept my report and grant your final evaluation remark in order to acquire my graduation accreditation. Thanking you in advance.

Sincerely yours,
Muntaha
ID – 13304023
BRAC Business School
BRAC University

Acknowledgements

I would like to take the opportunity to thank Almighty Allah for providing me enough strength to complete my Internship with ethical manner, dedication and effectiveness. My heartiest gratitude goes to all the individuals who were involved directly and indirectly in the establishment of this report.

Most importantly, I would like to thank *Ms. Humaira Naznin*, Senior Lecturer of BRAC Business School, who have continuously supervised and guided me from the beginning till end with her valuable acumens and suggestions to standardize this report.

My Sincerest regards to *Mr. Tariqul Bari*, Manager of HR Department for sharing his immense support and impeccable insights with me; *Mr. Md. Anisul Alam, Ms. Razia Akter and Ms. Sabrina Chowdhury* who were not only supervisors but also mentors and with their continuous efforts they helped me to groom thoroughly not only as an Intern but as a part of actual member of the organization during the whole internship period. My cordial gratitude towards SQUARE Pharmaceuticals Ltd. and the whole HR Management team for showing such humble behavior and for providing me the utmost learning opportunity during my stay.

Last, but not the least, I would like to thank my family and friends for their constant support in order to complete my Bachelors of Business Administration journey at BRAC University and delivering the best experience of lifetime.

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Executive Summary

This report aims to identify the effectiveness of the recruitment and selection by pointing out strengths and weaknesses of the recruitment and selection of SQUARE Pharmaceuticals Ltd. To fulfill the objectives a comprehensive research has been conducted and included with detail analysis in the findings part of the report. The report has been prepared with qualitative data majorly collected through face to face interviewing the employees of the company with semi structured questionnaire. In addition, in the second part of the report, the learning, summary of responsibilities performed as an intern and also the major learning reflections received while working on the respective organization is presented. In the project part of the report the entire Human Resource Department of SQUARE Pharmaceuticals Ltd., its wings, the recruitment and selection team is briefly described. Some betterment in areas like background checking, acquiring more manpower, building constant pool of potential candidates, reducing the lengthiness of the recruitment procedure are the key findings of the research which has been suggested is included in the recommendation part. In a nutshell, the entire report gives a comprehensive idea about the recruitment and selection of the company and its effectiveness.

1. Introduction

1.1 Company Profile:

SQUARE, the market leading Pharmaceutical Company of Bangladesh is an organization with equal emphasis on People, Leadership, Technology, Quality and Passion. The company foundation was laid in 1958 by 4 friends with equal partnership. Since then, it has proliferated itself to one of the first line conglomerates of the country and by 2017 it is making its way to become a high performance global player. SQUARE is committed to competent Human Resource, Company growth, Customer Satisfaction, Continual development of the services and products and maintaining the standards. At present it exports various medicines from Bangladesh to 36 different countries and this credibility has made SQUARE stand out from the other pharmaceutical companies of the country. The Founder Chairperson of SQUARE Pharmaceuticals Ltd. is Mr. Samson H. Chowdhury (1925-2012).

1.2 History & Growth:

In 1958, SQUARE Pharmaceuticals made its debut as a Partnership Firm (4 friends started the business sharing equal ownership with a simple value: success of business depends on Ethical practice). Then in 1964 it was converted into a Private Limited Company. In 1974, SQUARE Pharmaceuticals had Technical Collaboration with Janssen Pharmaceuticals (Belgium- which is a subsidiary of Johnson and Johnson International, USA). After that in 1982 it had its Licensing Agreement signed with F. Hoffman-La Roche & Co Ltd., Switzerland. In the year of 1985 it achieved market-leadership in the pharmaceutical industry of Bangladesh among all the other national and multinational companies. It became the Pioneer in pharmaceutical export from Bangladesh in 1987 and was converted into a Public Limited Company in 1991 but started initially offering its share from 1994. After that in 1995 the chemical division of SQUARE Pharmaceuticals Ltd. started its production of Active Pharmaceutical Ingredients. SQUARE Pharmaceuticals Ltd. won the National Export trophy for exporting pharmaceuticals in the year 1997. In the following year, 1998 the Agro-chemicals & Veterinary Products division of SQUARE Pharmaceuticals starts its operation. In 2001, US FDA/UK MCA standard new pharmaceutical factory goes into operation built under the supervision of Bovis Lend Lease, UK. Then in 2004 SQUARE was enlisted as UNICEF's global supplier. In 2005 New State-of-the-Art SQUARE Cephalosporins Ltd. goes into operation; built under the supervision of TELSTAR

S.A. of Spain as per US FDA/ UK MHRA requirements. In the year of 2007, SQUARE Pharmaceuticals Ltd., Dhaka Unit gets the UK MHRA approval. In 2009 SQUARE starts manufacturing of insulin maintaining quality standards of US FDA & UK MHRA. The dedicated hormone & steroid products manufacturing facility complying with the current Good Manufacturing Practice (cGMP) of WHO, US FDA & UK MHRA starts operation. After that in 2012, SQUARE Pharmaceuticals Ltd., Dhaka Unit and SQUARE Cephalosporins Ltd. get the Therapeutic Goods Administration (TGA) of Australia approval. In 2015, PAI (Pre-Approval Inspection) by US FDA was successful for Dhaka Site's solid dosage unit.

1.3 Objective:

SQUARE Pharmaceuticals Limited's 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. (Square Pharmaceuticals Ltd.)

1.4 Mission:

SQUARE Pharmaceuticals Limited's 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. (Square Pharmaceuticals Ltd.)

1.5 Vision:

They view 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. (Square Pharmaceuticals Ltd.)

1.6 Sister Concerns of SQUARE Group:

The sister concerns of SQUARE Group are:



SQUARE Hospitals Ltd.



SQUARE Toiletries Ltd.



SQUARE Herbal & Nutraceuticals Ltd.



SQUARE Food & Beverage Ltd.



SQUARE Informatix Ltd



SQUARE Textiles Ltd.



SQUARE Fashions Ltd



Maasranga Communications Ltd.



Mediacom Ltd.



Sabazpur Tea Company Ltd.



Aegis Services Ltd.



SQUARE School & College



SQUARE Formulations Ltd.



SQUARE Agro Development & Processing Ltd.



SQUARE Air Services Ltd.

2. Internship Learning

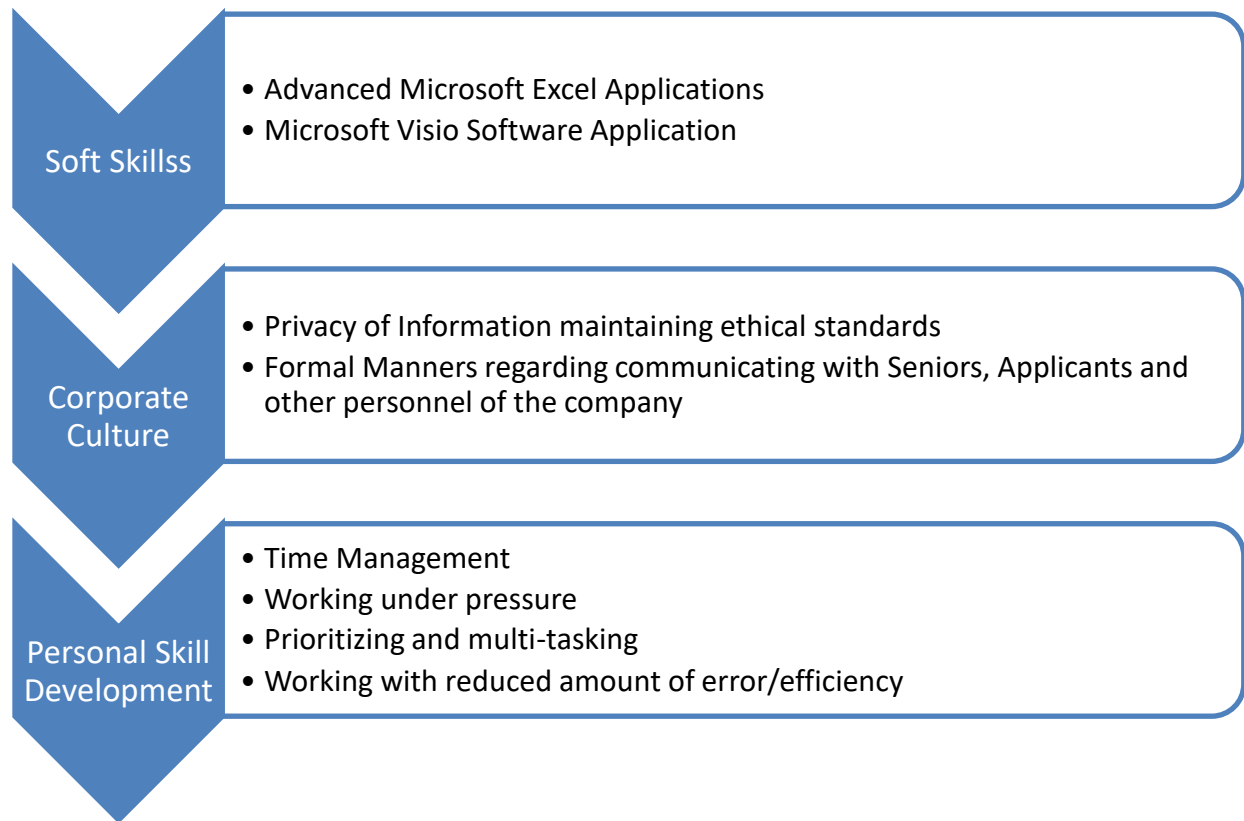
2.1 Internship Activity:

I got the opportunity to do a three months long internship program at Square Pharmaceuticals Ltd. starting from April 16, 2017 to July 16, 2017. Being a HRM major student this opportunity provided me a perfect field for to gain practical knowledge and in-hand work experience regarding what I have learned theoretically in my academic courses. Throughout this three month time period of internship I have received knowledge on various HR wings, specifically on Recruitment & Selection as I was placed to work with the team. My objective was to relate my academic knowledge and learning's with the actual first hand on the job experience.

2.1.1 Duties and Responsibilities:

Duties & Responsibilities	
	CV sorting (based on different criteria)
	Assisting in conducting interview and written exam
	Communicating with applicants (Interview call, Medical issue)
	Written exam scripts checking
	Prepare candidate summary
	Educational certificate check (online)
	Document translation
	Personal file compile
	Other documentation and administrative work
	Also learned about learning and development, compensation and benefits.

2.1.2 Learning Outcomes:



2.1.3 Limitations:

- ✚ Variety of information could not be retrieved due to confidentiality.
- ✚ For the position limitation, many places were restricted to learn in depth; hence observation method was used.

3. Objectives and Methodology

3.1 Report Objective:

The core objective of the report is

To identify the effectiveness of the Recruitment and Selection of Square Pharmaceuticals Limited by discovering the limitations of the process.

3.2 Methodology:

The report is mainly a qualitative report containing qualitative data regarding the effectiveness of the recruitment and selection of Square Pharmaceuticals Ltd.

Most of the information grouped is descriptive and hence the result is also qualitative. However, both primary and secondary data have been used to prepare this report. The primary data were gathered by face-to-face in person interviewing of the HR department employees.

- **Primary data sources-** Interviewing Human Resource department (consisting both Management and Non-management) employees and personal observation throughout the internship time period
- **Secondary data sources-** SQUARE Pharmaceuticals Ltd.'s website, Previously prepared reports on SQUARE Pharmaceuticals Ltd., Journal articles, International reports prepared on determining effectiveness of a company's recruitment and selection

3.3 Research Questions:

1. How much effective are the sources used for recruitment?
2. What Factors are considered to assess a candidate fit for the job?
3. What amount of time is required for completing the recruitment after the requisition is raised?
4. How accurately are the Job description and job specifications prepared for a specific post?
5. How effective are the personnel regarding delivering their expected performance for the position?

6. How much reliable & valid are the written test/interview conducted for selecting employees?

7. What are the joining evaluations/programs/6 months' probation period conducted for the new employees to determine whether they can perform to the expected level or another new person is required?

8. How effectiveness are the placement activities conducted for the new joiners' introduction to the Company, designated department and supervisor?

By going through the answers of the above mentioned questions will help us to determine the effectiveness of the recruitment and selection of SQUARE Pharmaceuticals Ltd.

3.4 Limitations:

The data collection for preparing the report was quite challenging to accomplish in these three months. Much information was not possible to provide due to confidentiality. Following are the limitations:

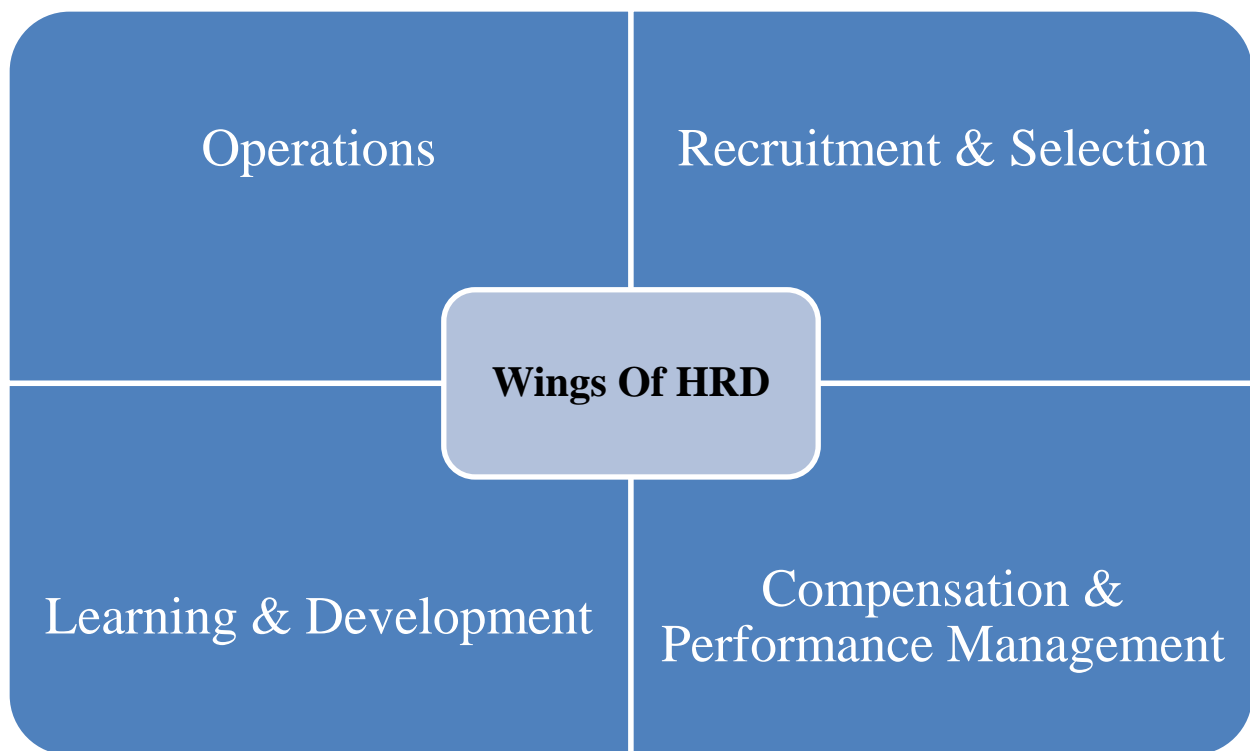
- Many employees were unable to provide time for an interview due to their hectic work schedule.
- Confidentiality of many information was a big limitation of this report
- Time constraint was a big issue. In the three months, it was not at all possible to collect all type of information as I got chances to work in the process of a few recruitments only. A longer period might have helped to receive a broad outlook as well as experience.

4. Human Resource Department

4.1 SQUARE Pharmaceuticals Ltd. HRM Department wings:

HR Department mainly tries to certify smooth functionality between the goals and objectives of the company which they have stated to attain organizations vision by keeping its fine tuned alignment with other sub unit's goals, essentials and demands.

SQUARE Pharmaceuticals Ltd. HRD has four wings:



The HRD also has a dedicated team for the developing of the Medical Promotion Officers'. The main responsibility of the team is to train and develop individuals for becoming effective MPO. The main responsibility of MPOs' is to promote different medicines manufactured by SQUARE to the Doctors all around the country.

4.2 HRD different wings Functions

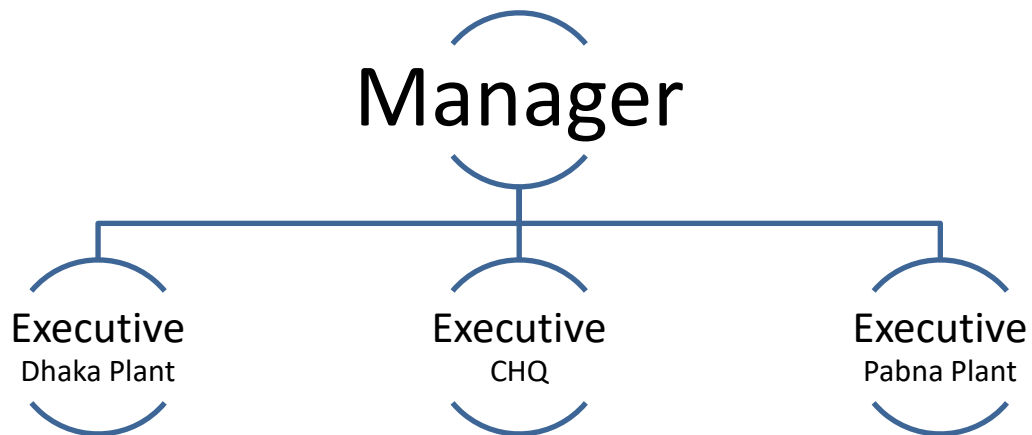
Each wing of the HR department has its own unique functions. The functions are-

Recruitment and Selection	Learning and Development	Operations	Compensation & Performance Management
<ul style="list-style-type: none">• Manpower Planning and forecasting• Posting Job Advertisements• CV collection & sorting• Arranging written exams and interview• Checking the exam scripts and publishing the result• Communicating with the candidates• Recruiting & Selecting• Checking Academic Transcripts of the selected candidates• Sending the candidate for medical check up.• Providing Offer letter• Ensuring Joining formalities• Introducing the newly joined employee to the designated department	<ul style="list-style-type: none">• Conducting orientation program for the newly joined employees• Arranging in-house training programs as per requirements• Communicating with trainers (Internal/External)• Sending employees for training on different machinery/technologies overseas• Booking the tickets, ensuring the visa and flight details, reservations• Performing Evaluation of the effectiveness of the training program, Performance Improvement	<ul style="list-style-type: none">• Ensuring Transport facility for each employee• Maintenance of the machineries, Office Equipments, ACs'• Arranging vehicals as per requisition for use• Pest control• Security Guards• Canteen Management• Office keeping assistance• Managing office stationary	<ul style="list-style-type: none">• Setting up the Compensation & benefit structure• Designing policies related to salary• Keeping record of every single employee• Performance management

5. Recruitment and Selection

5.1 Recruitment and selection

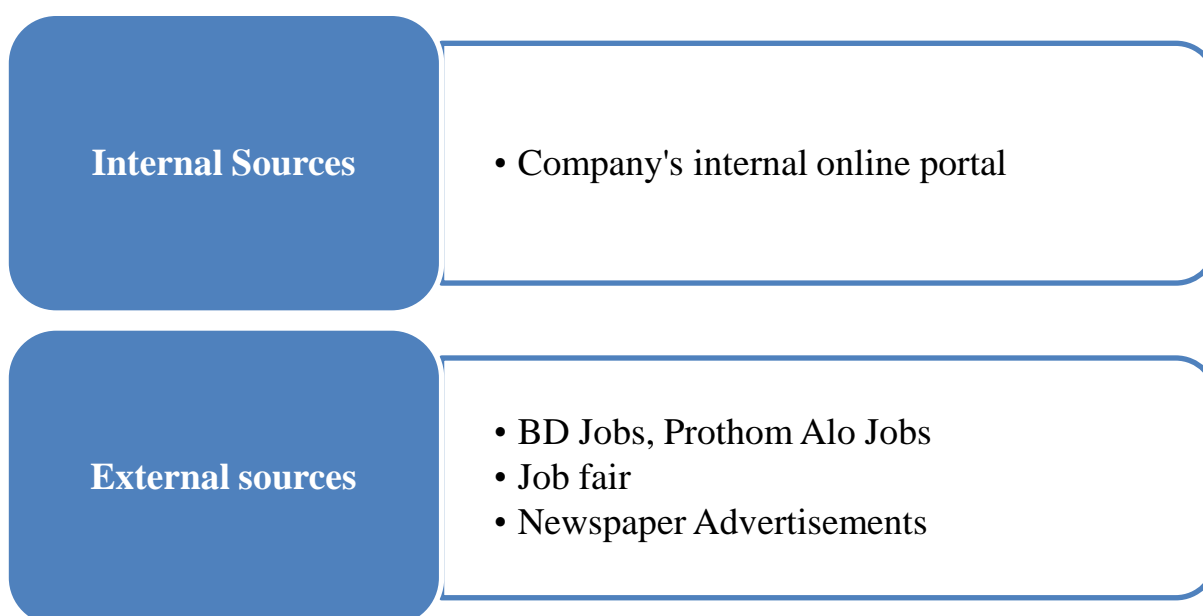
The recruitment and selection wing of SQUARE Pharmaceuticals HRD consists of 4 members;



The recruitment and selection team mainly works for the recruitment for all positions of SQUARE Pharmaceuticals consisting Departments. After a requisition is raised the team prepares required Job descriptions and Job specification for the required post and gives advertisements in the sources (BD Jobs, Prothom Alo jobs and in the LAN of the company) with a deadline for application. After the deadline ends then the CVs' are sorted and the candidates are called for written test/initial interview/final interview as previously decided. Once the candidates are selected they are provided with the offer letter after completing checking their certificates, NID and sent for medical. If the medical reports are okay then further processing takes place or else the person is again sent for medical. Lastly, the candidate is called for joining formalities.

Recruitment sources: Being the market leader SQUARE always has urge for hiring the best personnel available in the country. One of the core responsibilities of the recruitment team is to

find the right person on right time, depending on the need and nature of the job. Mostly by analyzing the Job description & specification the sources are decided where the job advertisement should be posted for getting the desired person. The most important and trusted source for pulling potential candidates is SQUARE Pharmaceuticals Ltd. is their internal source. Except the internal source of the company the recruitment team also collects CV's through external sources. The external sources are chosen based on their capability and reliability and also whether the source is popular enough and widely reachable to people from different parts of the country.



While providing the job advertisements in the external sources the Job descriptions, specifications and other requirements as per the demand of the post are clearly mentioned so that the applicant does not get confused regarding determining his eligibility for applying. The job description and job specifications are primarily prepared by recruitment team and sent to the specific department for verification and if there needs to be any changes made then the requirements are modified accordingly. After getting the confirmation regarding the job description and specifications the advertisement is posted on the different job sites.

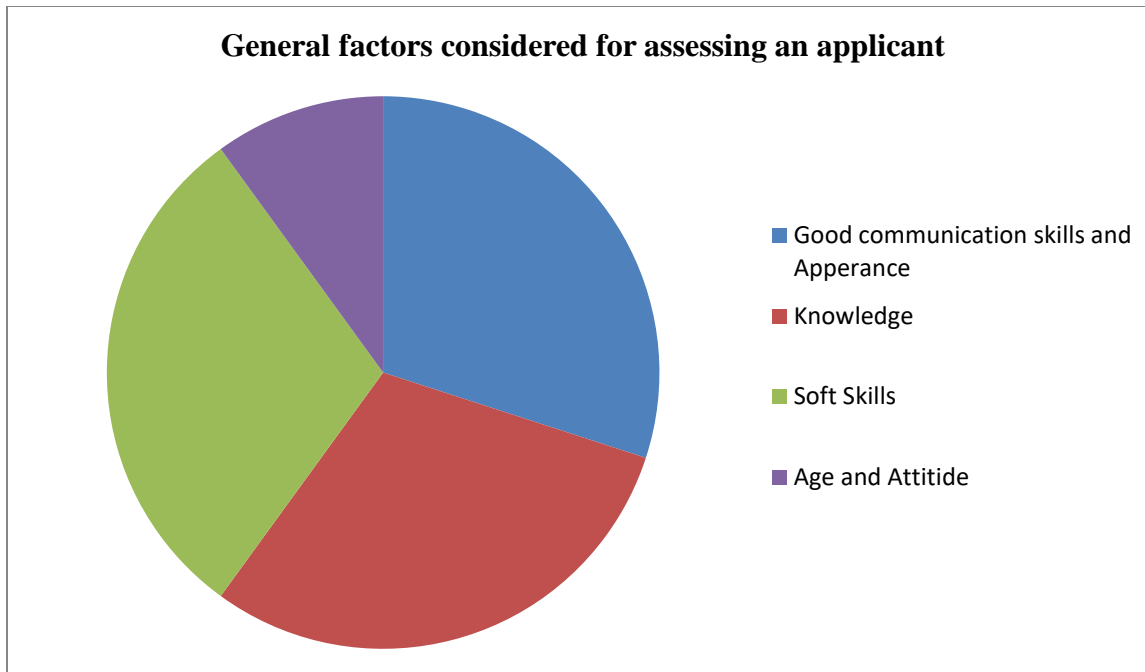
Prothom Alo being the official partner of SQUARE Pharmaceuticals Ltd and for this all the job advertisements are mostly published in this popular daily. In addition, Prothom Alo being the

most widely read newspaper daily benefits SQUARE for enticing the potential candidate from any part of the country.

Factors considered before assessing a candidate fit for the job: From the taken interview of the HR personals, the key factors which are considered according to them for determining whether the applicant is the right one for the job or not are-

- ❖ **Having adequate subject knowledge regarding the post:** Having adequate knowledge regarding the post is a must. For example- If the recruitment is regarding Site Engineering than the candidate must acquire ample knowledge in civil engineering.
- ❖ **Age limit and Attitude:** This is another important factor that is kept in consideration while selecting a candidate but not given that much priority. Candidates who have ample knowledge regarding the post but lacks in attitude are still recruited. Age is also considered as there are requirements for age and the job need also depends on the age.
- ❖ **Good communication skill and satisfactory appearance:** Having good communication skills and appearance is a must for the candidate recruited for the head offices but not that much essential for the people working on the plants.
- ❖ **Computer basic skills/ soft skills:** As the office is entirely operated with various technology based systems, having knowledge on the basic computer skills and other soft skills (PowerPoint, Presentation) are considered as must. While giving interview, one of the interviewee shared her personal experience while recruiting an applicant for the post 'Executive, Engineering' the applicants were asked to prepare a presentation in their interviews. One of the applicants, from an renowned public University who had adequate subject knowledge and also great attitude and communication skills just was rejected as he could not work with MS Word office suite. So this helps to determine the importance provided to the soft skills of an applicant interested to work in SQUARE.

Depending on the answers received from the interviewees' the percentages of the factors are-



From the provided pie-chart it is quite clear that Good communication skills and appearance (30%), Knowledge (30%) and soft skills (30%) are given equal priority whereas age and attitude (10%) are less prioritized. Although in some rare cases these factors varies from post to post but in rest of the recruitments' are considered by these factors.

Total amount of time required to complete recruitment: The required amount of time needed for the completion of the recruitment and selection process in SQUARE Pharmaceuticals Ltd. is 60 days'. The 60 days counting starts from the day of the posting of the Job circular in the Job sites (internal sources & external sources) and ends with the successful completion of the placement activities of the joiner in his department.

Once the circular is posted there is a time limit of approximate 10 days for application submission. After that sorting the CVs', short listing candidates, calling them for written exam/interview, publishing the result, checking the validity and authentication of the academic, work certificates, NID and providing the offer letter, sending the candidates for pre-employment medical checkup, completing the joining formalities and lastly by introducing the new joiners to their designated departments the responsibility of the recruitment and selection team ends. Thus

the amount of the work and the amount of time provided for task completion clearly defines the effectiveness of the recruitment and selection team.

Manpower Hiring Plan Timeline (Tentative):

- 1 Day- Requisition Approval
- 10 Days – Application deadline
- 2 Days- CV Sorting
- 4 Days- Written Exam (Evaluation & Result 4 Days)
- 2 Days- Interview
- 1 Day -Selection Proposal (Approval of Managing Director)
- 1 Day + 4 Days- Offer Letter & Pre-Employment Medical Test (PEMT)
- 1 Day- PEMT Verify
- 1 Day- Appointment Letter Handover

Accuracy of the determined job description and job specifications:

Accuracy of the job description and job specification provided in the circular/advertisement is an important factor as it helps to attract the right person for the job. Before posting a job circular in the sites the responsibilities and the skills that has been mentioned is double-checked and also verified by the department. Company being the market leader, prepares it's advertisements follow the international outline. There are five parts, firstly the introduction of

SQUARE
PHARMACEUTICALS LIMITED

Home | Practice & Chapter | Training & Development | Justice, 2012 | Results | New Job Registration | Sign In/Logout

Join The Leader

Ref:W020715-17 Share | Save | Print

SQUARE Pharmaceuticals Limited, the leading company of **SQUARE Group**, is holding the **vacant position** in the pharmaceutical industry among all national and multinational companies of Bangladesh since 1982 and is now on its way to become a high performance global player. Right now we are looking for energetic and result oriented team members, who will share with us our goals and support our continuous growth. If you think you have what it takes to be a member of **SQUARE**, do not wait to apply us!

Education, Warehouse

Application Deadline: Wednesday, July 20, 2016

Job Status : Full Time
Work Station : Kulsakar Plant, Kulsakar, Gajipur
Number of vacancies : 02

Major Duties and responsibilities:

- Supervise the inventory management at Warehouse
- Ensure GMP (Good Manufacturing Practice) compliance as well as workplace safety at Warehouse
- Monitor the routine activities in Warehouse
- Supervise, monitor and guide the junior colleagues and workers
- Ensure proper documentation

Pre-requisite to apply:

- M.Sc in Chemical/Applied Chemistry/Biochemistry or B. Pharm
- 2-2 years of relevant experience is preferable but fresh candidates are also encouraged to apply
- Candidate must possess excellent planning & execution skills as well as strong quantitative & qualitative analytical skills
- Good interpersonal and communication skill
- Shall be conversant with MS Office
- Not less than 22 years of age

Salary Range : Tk. 28000-31500 per month

Daily short-listed candidates will be called for further selection process and hard copy of Resumé will not be entertained.

Restrictions to Apply

Applicants meeting the requirements of the position are requested to apply through the following link

[Apply Now](#)

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company in a few sentences, secondly name of the post, thirdly jobs description/responsibilities, fourth job specifications/skill requirements and lastly how to apply and deadline for application.

Reliability and validity of the written test and interview: The recruitment team is always concerned about the reliability and the validity of the questions that are given in the written exam or asked in the interview board. Whenever preparing the written exam question the IQ, Analytical and mathematics parts which is marked as the general part is done by the recruitment team and the subjective question is prepared by the department itself as there questions are regarding the content/work related knowledge which the candidates needs to acknowledge for performing the job. The subject is always updated based on the latest content that needs to be covered.

On the other hand, while setting up the interview board there is one personnel from Human Resource Department and other person is from the particular department. As a result, a candidate is examined from every angle to determine whether he/she is fit for the job or not.

One candidate needs to score 60% marks individually on each part. The written exam has two parts

- General part (IQ, Analytical, Mathematics) - 40 marks in total
- Subjective part (Short and descriptive questions) - 60 marks in total

And the interview evaluation paper has 4/5 measuring scales like-

- Communication skills
- Job related Knowledge
- Interpersonal skills
- Educational background
- Experience
- Personal background
- Impression

The factors are measured on a scale of 5 and after the interviewer completes evaluating a candidate all the numbers are summed up and based on that the decisions are taken.

Post joining evaluations/Programs: After the completion of the joining formalities the newly joined employee starts working in their designated department but is kept under observation up to 6 months although the probation period might vary in some cases. This observation period is mainly known as probation period but the employee still receives all the same benefit packages provided to the permanent employees.

Successful completion of the probation period results in permanent job confirmation. SQUARE has a unique program called ‘The Buddy Program’ where the newly joined employee is paired with another personnel of the particular department who assists him/her to adjust with the job context, responsibilities, department cultures and other activities the newly joiner needs to perform. This program also has an evaluation phase where both the buddies will evaluate each other’s performance throughout the program.

Placement activities: The recruitment and selection team not only recruits personnel for the company but also does all the placement activities for the new joiners. Placement activity includes introducing the newly joined employee to their designated department, his supervisors, and colleagues. It also includes acknowledging him/her to the company provided facilities for the employees. The employees can also share their any grievance with the HR anytime.

6. Findings and Analysis

6.1 Findings and analyzing the effectiveness of Recruitment and selection

The main objective of the project was to find out the effectiveness of the recruitment and selection of SQUARE Pharmaceuticals Ltd. and from the information collected from interviewing different employees of the HR department and from my own observations while working there I came up with some findings. They are-

- ✓ Although SQUARE considers the leading and popular job sites for its external source but at present there are many more job sites gaining popularity rapidly. For instance- Everjobs.com, Chakri.com, LinkedIn. Candidates based on their personal experience might prefer using any of the job sites for finding jobs. And therefore, SPL for not posting in these sites might be losing potential candidates.
- ✓ Whenever recruitment is done from the internal sources there are vacancies created in those positions as well. Hence, the productivity gets affected. Although recruiting people from outside sources helps the company to adopt new techniques, strategies, methods which the new joiner used to apply in his/her previous job.
- ✓ Graduates from particular universities (mainly applicable for private universities) are given priorities while recruiting. The top private university students are mainly shortlisted if they meet the requirements whereas in every university there are qualified students. Hence, all the registered university students should be provided with equal opportunities.
- ✓ The evaluation form used for evaluating a candidate is not always fully completed by the interviewer. The interviewer needs to mark the candidate in a scale of 5 but senior interviewers may be for saving time does not feel it necessary to complete the form rather just provides opinion whether to select or reject the interviewee without any justifications.
- ✓ While considering a candidate fit for the job his/her subject knowledge or theoretical knowledge is checked. Whether the candidate has adequate amount of theoretical knowledge or not but their in-hand work ability is not checked. It is not necessary that a

person having adequate amount of in depth subject knowledge will be a good performer. There needs to be some evaluation for measuring their working standards/efficiency.

- ✓ Although in the job circular the job description, the job specifications and the computer skills are stated but the designated department or HR should provide the training facilities for the particular prospective skill and soft skills that are required for the post for the new joiners. It would help the new joiners to cope up easily with the activities they need to perform.
- ✓ While working with the recruitment process I noticed that there are insufficient numbers of Hall rooms and meeting rooms for conducting the written test, interviews. The recruitment team goes through enormous hassle while conducting the written test of 40/60 candidates. The candidates are accommodated in two or three rooms, the non-management employees with sometimes interns need to be there for the invigilation purpose, delivering the scripts, keeping track of the time everything makes it hectic for the team while conducting the test. Besides due to unavailability of room the written tests are taken after the office hours. Sometimes it happens that, suddenly there is need of a room and pre-scheduled interviews needs to be delayed and for this the candidates who came for the interview on time has to wait for hours.
- ✓ Another important finding is, there is no background check done of the selected candidates. Even the references are not always contacted for authentication of the person. If any problematic issue occurs or any confusion arises then only the previous employer is contacted but mostly on the basis of the certificates originality the person is provided with the joining formalities. The main reason behind this is, cross checking is time consuming and makes the procedure lengthier.
- ✓ The recruitment process being lengthy takes a lot of time. Sometimes between an ongoing recruitment the candidate is seen switching to other company. While working there I personally experienced such an incident. A candidate, he attended the written test, interview and got finally selected afterwards when he was called for collecting the offer

letter he denied as he got a better opportunity in another company. On the other hand the pre-employment medical test which is a must is very time consuming and the candidates who resides outside Dhaka face problems as they have to come several times at CHQ for the report. It also creates problem for the candidates who are already doing jobs as they need to take leave from their office.

- ✓ The number of people working in the recruitment team is less compared to the amount of the work needs to be performed. Employing some more junior executives/dedicated interns might enhance the efficiency of the team as well as the recruitment process.

7. Recommendations

7.1 Recommendations

Considering the findings regarding the recruitment and selection team of SQUARE Pharmaceuticals Ltd. the probable recommendations are-

- For getting the potential candidate in the country, SQUARE should consider posting their job advertisements in other job sites (Chakri .com, LinkedIn, Everjobs etc.) and should also consider application of the candidates based on their qualifications rather than the institution.
- The evaluation forms used in the interview board should be completely filled-up by the interviewer. The interviewer must provide his rating out of 5 along with full justification so that it becomes easy to differentiate the capable candidate from the rest.
- For different positions recruitment, in alteration of the traditional phases- written test and interview some other phases can be added. For example, Case studies, giving presentations, group discussions or arranging group activity where a candidate needs to work in a team, communicate with the other team members while working. Through these types of activities a candidate can be fully evaluated as they will be involved in different activities and will be bestowing different interpersonal skills. The company can also arrange a workshop where the finalized two or three candidates will be asked to a demo session of the actual job. These types of multi-leveled recruitment steps will assist in making the process much more effective for measuring the potentiality of the candidates and will also provide them a practical learning experience.
- SPL should start conducting an initial background checking. Although checking criminal records and other records is time consuming but the recruitment team should at least communicate with the previous employer of the candidate to know his work place behaviors in order to safeguard safety and security of the organization.

- The number of Hall rooms and meeting rooms should be increased in order to conduct the written tests, interviews effortlessly. Each and every department should have minimum one or more meeting rooms based on the number of employees working in that specific department so that the interviews and other meetings can be operated with ease.
- Due to the excessive load of work there should be more employees entitled in the recruitment team. If there are more persons than the recruitment procedures will be completed within a very short time also the written test, interview results can be published in one/two days.
- The recruitment process should be reduced and the time limit should also shortened for the convenience of the candidates so that they do not have to come to the head office regularly.

Conclusion

Recruitment and Selection process is the first phase of keeping that enthusiasm in the department and indeed one of the chief important functions of the HR Department. SQUARE Pharmaceuticals Ltd. is trying to go with the flow of globalization and attaining strategies to expand the business to achieve the long term objective and by observing the trends it can be clearly stated that they are being successful on their goal. With the vision in mind, HR Department is formulating the activities in the most efficient, effective manner and keeping up the pace with the fast growing pharmaceutical industry. Keeping the importance of time in mind, if the procedure is modified – SQUARE Pharmaceuticals Ltd. will be able to attain more talents and it can be said undoubtedly that SQUARE Pharmaceuticals Ltd. provides huge support in employee career development and eventually turns them into an asset in the long run. To sum up, this report showed an in-depth analysis of their effectiveness of recruitment process along with some problem identifications as well as some possible solutions as recommendations.

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Acronyms:

HRM - Human Resource Management

HRD - Human Resource Department