

Report On
Recruitment and Selection Framework: A Study on General
Pharmaceutical's Talent Acquisition Process

By

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

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing my degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

Riyashad Ahmed
Assistant Professor,
BRAC Business School
BRAC University
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Subject: Submission of Internship Report

Dear Sir,

I am pleased to submit my Internship Report titled “**Recruitment and Selection Framework: A Study on General Pharmaceutical’s Talent Acquisition Process**” as part of the successful completion of my internship period with General Pharmaceuticals Ltd.

During the course of my internship, I have strived to adhere to the guidelines and instructions provided to me. This internship has allowed me to gain practical insights and hands-on experience in the industry, which I have reflected in my report.

I would be more than happy to address any questions or concerns you may have regarding the report. Additionally, I welcome any feedback or suggestions that can help me further improve.

Thank you for your guidance and support throughout my internship.

Sincerely yours,

Md Abrar Faiaz
22164012
BRAC Business School
BRAC University
Date:

Non-Disclosure Agreement

This agreement is made and entered into by and General Pharmaceuticals Ltd and the undersigned student at BRAC University

Md Abrar Faiaz

22164012

Acknowledgement

First and foremost, I would like to express my deepest gratitude to the Almighty Allah for granting me the strength and perseverance to successfully complete my internship within the given time frame.

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Lastly, my heartfelt thanks go to my parents, whose unwavering support and encouragement have been a pillar of strength throughout this journey. I am also immensely grateful to my friends and seniors for their moral support, which has motivated me along the way.

Executive Summary

This report aims to critically examine the recruitment and selection process of General pharmaceuticals Ltd. (GPL), one of the biggest corporate houses in the health sector of Bangladesh in order to highlight the strengths and weaknesses and to provide some recommendations for improvement. The study employs a mixed-methods approach, combining qualitative data from interviews with human resources personnel, hiring managers, and current workers, and GPL employees.

Results suggest that GPL's recruitment and selection framework is well structured and comprehensive at a conceptual level with defined stages and standardized protocols. General Pharmaceuticals Ltd. (GPL) has a significant place in the pharmaceutical industry where creativity, accuracy, and talent are very important. The aspect of the GPL, which we have analyzed above, relates to the management of recruitment and selection, and depicts an array of commitment to meeting high standards. The step-by-step nature and well-defined process within each phase shows an intentional approach to finding and onboarding the highest fit candidates in the company. Notably, GPL is dedicated to establishing a positive employer brand and using its name to attract a wider range of qualified talent. However, there are some shortcomings which has been identified, such as lack in transparency, over dependence on traditional assessment methods, and limited integration of D&I initiatives. It is also clear that we can do better to ensure our values of innovation and creativity are reflected in our recruitment processes, and that those who are recruited have lived these values as well.

These suggestions in this analysis are not only aimed at rectifying these shortcomings but taking GPL's recruitment and selection practices to the next level: a holistic, effective and value-driven paradigm. Implementing open discussions, diverse methods of assessment, diversity and inclusion being more considered and a process of alignment with culture will only add to GPL attracting and keeping the very best of talent. Such a change in strategy is expected to contribute significantly to GPL's growth path and competitiveness in the pharmaceutical domain. The study concludes that, notwithstanding a robust recruitment and selection process, GPL can enhance its strategic processes related to recruitment and selection to develop a competitive edge in attracting premium talent and therefore contribute to long-term organizational success.

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Chapter 1: Organization Part: Overview

Introduction

Rationale of the Study

In the rapidly evolving and competitive world of contemporary business, the capacity to draw, assess, and hold onto top-tier talent has become a key driver of organizational success. Strategically aligned recruitment and selection process is at the heart of this and allows organisations to identify and attract candidates with the right skills, knowledge and experience to help drive strategic objectives (Anderson, Born, & Cunningham-Snell 2002).

However, an effective recruitment and selection system would not only increase organizational competitive advantage, but also creates advancement for the buildup of an effective and efficient talent acquisition ecosystem (Ahmad & Schroeder, 2002).

In this way, the right candidate gets identified, selected, and integrated into the organization thus having the maximum growth, innovation, and success. By improving the resource allocation, procedures, and candidate assessment processes can be supported.

Furthermore, an objective and clearly established recruitment and selection process creates a climate of equity among candidates which increase the reputational capital of the employer brand and enables also a wider variety of high-quality candidates (Smither et al., 1993). Thus, it creates an environment of creativity and agility inside the organization, which helps the organization to swiftly respond to the changing pace of the business world.

The acknowledgement of the need to have a selection and recruitment process goes beyond the organizational boundaries (Noe et al., 2006). Refining these practices and following with strategic talent acquisition efforts can help organizations develop this capability for attracting, selecting and retaining high quality talent (Lievens, F., & Chapman, D., 2019). This plays a key role in enabling an efficient, effective talent acquisition system, and also impacts the future of work and organizational success.

Scope of The Study

The focus of this research study is to critically evaluate the recruitment and selection practices of General Pharmaceuticals. We will conduct a deep dive into every stage including job advertisements,

resume reviews, interviews, reference checks, and hiring decisions. To evaluate the effectiveness of the process, we will take a comprehensive approach by combining various data sources. The sources for this will include a review of all relevant documents, detailed staff interviews, surveys of current employees, and case studies about successful and unsuccessful hires. Through aggregated insights from these different sources, we intend to outline both the strengths and weaknesses of this process and provide actionable recommendations for improvement. This study will result in unique model of effective recruitment and selection process which will be designed specifically to address the needs and organizational goals of General Pharmaceuticals.

Sources of Data

In order to gain a deep insight relating to the recruitment and selection process of the company it will be distributed wide range data sources such as the following:

Documentation that already exists, including job descriptions, interview guides, company policies, and other HR records. Key stakeholder interviews with interviewers, hiring managers and HR professionals around recruitment which are intended to assess the present employee's views on the recruitment and selection process.

Objectives of the Study

For this research, the objectives are divided into two main sections. These two categories include both general and specific goals.

Broad Objectives

The aim of this internship report is twofold in relation to the recruitment and selection process of General Pharmaceuticals. Firstly, it serves to meet the internship course requirement of the Master of Business Administration (MBA) program. This report helps in establishing practical exposure to the theoretical concepts learnt in the classroom and helps in understanding the domains of finer aspects of talent acquisition and few of the functional depth involved in working of a pharmaceutical company. Such a priceless and enriching experience extends well beyond reading theory — it gives a renewed perspective in techniques of recruitment, process of selection, and management of human resources as a whole.

The second purpose of the research is to add something to the continuation success of General Pharmaceuticals. An analysis of each step of the recruitment and selection cycle in order to learn the

strengths and weaknesses of the system is a key step for the findings. This analysis will shine light on General Pharmaceuticals' intravenous abilities to attract and retain advanced human capital while revealing and analyzing any possible barriers to their competitive edge.

Aim Of The study to study the recruitment and selection process in General Pharmaceuticals. To analyze the pros and cons that come with each step of the process. Strike out suggestions for enhancements, based on strengths and challenge recognized to set a benchmark of data to evaluate General Pharmaceuticals Limited in terms of recruitment and selection.

Limitations of the Study

Before assessing the findings and recommendations it is important to note some limitations of this research. Such caveats translate into important insights with respect to where talent acquisition practices can be improved and optimized.

Single entity focus: The study data was limited to data from General Pharmaceuticals; this could make the findings not applicable to other companies in the pharmaceutical industry or other industries altogether. Thus, the suggested recommendations might not be applicable to different firms due to a number of unique things about General Pharmaceuticals such as its corporate culture, employee expectations, and objectives.

Limited scope of research: The study focuses on limited components of recruitment and selection process of General Pharmaceuticals like postings of vacancies, background checks, interviews, and screening applications etc. However, those factors are only a part of the part of the hiring process since none of these elements can predict different influences on employment decisions, such as employee engagement, company culture, the benefits offered by the company or other decision-making factors at play, like paying better than current companies.

Availability and reliability of data: The results from this study depend on the data collected and their accessibility and reliability. Depending on precisely how the data sources used in this study are defined, this may threaten the credibility and generalizability of the inferences that can be drawn.

Interpretative Subjectivity: Any scrutiny of data to come up with any recommendations, is subjective in nature. The experiences, biases and perspectives of those undertaking the research may shape how the results are interpreted and ideas for improvement.

Limited time frame: As the study was conducted within a limited time frame, the results may not represent actual long-term trends or developments from either the pharmaceutical industry or the recruitment field in the wider sense while more in-depth research can provide additional expertise.

Although these restrictions exist, the study offers a valuable investigation of General Pharmaceuticals' recruitment and selection processes, as well as practical suggestions for enhancements. The results can be a springboard to deeper inquiry.

Organization Overview

General Pharmaceuticals Ltd (GPL) Well-Established in Bangladesh as one of the Leading Manufacturers of Pharmaceutical Finished Formulations, Enthusiastically Engaged in Formulation & Production of Innovative Healthcare Products. The company has a very clear focus on the manufacturing of quality pharmaceutical finished dosage forms. GPL is dedicated to exclusively manufacturing high quality pharmaceutical products.

General Pharmaceuticals Ltd. was founded as a Private Ltd., Co, on 5 April 1984 by Dr. Gazi Nurun Nabi as its Director, and Dr. Momenul Haq who was the Managing Director. The company began pharmaceutical production in 1987 with a number of seven products. GPL now has around 3000 employees with 2000 in the sales and marketing workforce and another 600 in the national distribution network. In 2022, the company had celebrated its landmark 35th anniversary, and its glorious past inspired General Pharmaceuticals Ltd.(General Pharmaceuticals Ltd, 2023)

They own a manufacturing facility in Gazipur which is about 72 kilometers (45 miles) outside Dhaka. The different dosage forms that are manufactured here include hard gelatin capsules of different fillings like liquid, lotion, ORS powder, syrup, suspension, oral gel, antiseptic mouth wash, antiseptic solution, powder for suspension, cream, and ointment (water-based and oil-based), tablet (film-coated, enteric-coated, dispersible, immediate release, modified release, sustained release, and chewable) (General Pharmaceuticals Ltd., 2023).

The company added to its manufacturing plant in Gazipur, 77 kilometers (48 miles) from Dhaka, in 2011. Total area of 29,792mAsq — building footprint of 14,444mAsq This includes the master plan for the site, which was developed by Australia's APC (General Pharmaceuticals Ltd. The new manufacturing facility complies with relevant regulatory requirements for EU-GMP, TGA, ICH, PIC/S, and UK MHRA.

While serving local market needs, GPL has also been exporting pharmaceutical products to regulated markets such as North America, South America, Europe and the Middle East. At present, the products of General Pharmaceuticals are being exported, registered, or are in the process of registration in many countries like Vietnam, Maldives, Afghanistan, Bhutan, Cambodia, Sri Lanka, Myanmar, Hong Kong, Macau, Philippines, Yemen, Zimbabwe, Tanzania, Ethiopia, Burkina Faso, Namibia, Botswana, Kenya, Tanzania, Zimbabwe, Cameroon, Dominican Republic, Jamaica, and Belize.

The Company's Mission

General Pharmaceuticals has described the mission as: To create healthier life by manufacturing high quality products to be trusted for treatment (General Pharmaceuticals Ltd. 2023).

The Company's Vision

General Pharmaceuticals Ltd (2023), for instance, has this vision: to be the partner of choice in its segment, empowering individuals, ensuring commitment towards the highest quality of product, perfection in regulatory affairs and meeting stakeholders' expectations.

The Company's Objectives

So, here are the broader goals of General Pharmaceuticals Ltd:

Achieve a status as a low cost highest quality supplier of pharmaceuticals Expand the range of products provided to fulfil the growing demand from patients. Create and advertise disruptive high-end disease cure solutions. Create significant influence across international borders and establish a reputation for R&D. Attract and retain elite talent and build a sustainable business with long-term value for investors.

Core Values

Core tenets Customer Satisfaction: Our first priority is to meet the needs of our customers. We conduct proactive needs assessment for their future expectations and demands.

Our dance to A-Grade: Our dedication towards our customers is to provide them with a better-quality product and services.

Results-Oriented: We are focused on achieving a specific result that increases the value proposition of the org.

Accountability: We are accountable to our stakeholders for delivering them affordable, state-of-the-art, high-quality products and services, and for adhering to the crispest highest standards of the law and ethics.

Collaboration: We work in Towards Creating a synergy (2023) – General Pharmaceuticals Ltd.

Company Offerings

General Pharmaceuticals is a leader in affordable premium pharmaceuticals with a diverse range of offerings that span multiple therapeutic areas. Each of their offerings is carefully tailored to meet a patient's need, as well as an unmet need in the healthcare ecosystem. In order to truly grasp the complex portfolio of General Pharmaceuticals Ltd. (GPL) through a more systematic approach, let us breakdown their products as follows:

Exploring the Composition:

GPL organizes its offerings around two core models:

Therapeutic Category: This system organizes drugs by their medical use. Prominent categories include:

Antidiabetics: Non saliant ill controlled glycemc (Emfogen, Bost)

Antiparkinsonian agents: Symptomatic treatment of Parkinson's disease (Epiclon)

CNS pharmaceuticals: These are innovative, new CNS drugs for anxiety, depression and other neurological disorders (Bost)

Gastrointestinal agents: Relieving gastrointestinal disorders (such as stomach and flatulence) Some of them are Ophthalmic preparations which is for targeting eye care and Injectable products is for meeting clinical needs

Product formulation: Designed to suit patient needs and physician requirements, forms include:

Oral: Tablet, capsule, syrup (easy to use, familiar)

Rapid acting gear: For specific ailments that needs instant response

Local: Creams, ointments, eye drops (locally targeted therapy).

Beyond Simple Classification:

Digging deeper into specific areas of expertise shows that:

Cardio Care: Rosugen (Cholesterol lowering) and Captopril (Antihypertensive) – supporting cardiovascular health Pain Relief: Analgetics for mild, moderate, and strong pain (e.g., Diclofenac, Acetaminophen, Tramadol) A diversified spectrum of drugs for a wide range of bacterial pathogens (Amoxicillin, cefuroxime, azithromycin) Dietary Supplements: Multi Seas, (Vitamins, Minerals) that provides for holistic health, deficiency and deficiencies. Unique Dosage Forms: Sublingual/chewable tablets (for the elderly and children), sustained-release forms (reduced dosing frequency), topical spray/gels (localized therapeutic outcome). Diagnosis:GPL offers kits that are not only aimed at therapeutics but also facilitate fast and accurate identification of diseases.

The below is an example of some of their top market products:

Emfogen, a sodium-glucose cotransporter 2 (SGLT2) inhibitor, is an agent for type 2 diabetes (T2D) It works by increasing the excretion of glucose in the urine, thus lowering blood glucose (General Pharmaceuticals Ltd., 2023).

Epiclone (Clonazepam) — This is one of the anticonvulsant agents and used for the treatment of epilepsy and seizures. It works by reducing the activity of hyperexcitable neurons within the brain (General Pharmaceuticals Ltd 2023).

Bost (General Pharmaceuticals Ltd., 2023) — a multivitamin supplement complex containing B vitamins important to the nervous system, cell division, and energy metabolism higher,756

Rosugen (rosuvastatin), a statin to decrease cholesterol and cardiovascular disease risk It works by blocking the enzymes that aid in the synthesis of cholesterol in the body.

Tearfresh is a typical lubricating eye drop solution to relieve dry & irritated surface of the eyes and maintains comfort & hydration of the eyes with the help of lubricant (carboxymethyl cellulose sodium) [General Pharmaceuticals Ltd., 2023].

These are just a small selection of General Pharmaceuticals' wide product portfolio. The organization also continues to be dedicated to developing and delivering cutting-edge therapies to improve the quality of life of patients worldwide.

Organizational Quality Policy

General Pharmaceuticals Ltd. (GPL) promotes a quality-driven operation which is reflected in its slogan “We Strive For Excellence”. GPL is committed to the implementing of a Quality Management System into all aspects of its engineered business to:

- Constant sales march forward
- Increased work efficiency and profits
- Responsible company governance and
- Continual improvement of commercial efficiency

GPL is committed to state-of-the-art manufacturing plants along with world-class storage and distribution techniques to supply best quality products with best service. By complying with global regulatory standards & certifications like ISO 9001:2015, WHO cGMP, EUGMP, UK-MHRA, etc., GPL is acquiring operational excellence and becoming an employer of option by implementing best HR practices in the industry.

Code of Conduct of GPL

The following details GPL Code of Conduct: Employees of GPL must follow a specific dress code when entering office premises.

For Male Employees:

1. Male employees must wear formal pants and long-sleeved shirts, preferably with a tie in a subtle color. The trousers should be high enough and the shirt should be tidily tucked in to retain the look professionals.
2. One should have a decently polished pair of leather shoes inclined towards business attitude.
3. Thursdays may also allow for casual dress, like short-sleeved shirts or polo t-shirts with gabardine or jeans, as there are likely external meetings leading up to the weekend. Nonetheless,

management is encouraged to dress business formal during the week. On any business day, the formal dress code is preferable in cases of special business activities.

4. Under no conditions can T-shirts of the fatua and round-neck variety be used. On specified occasions, however, Panjabi and pajama may be permissible, the Human Resources Department has conveyed. Where employees should wear light fragrance or deodorant in a job setting.
5. While religious reasons may dictate the maintenance of facial hair, in general, a clean-shaven appearance is favored. Wilderness must not be allowed to take over (aka. scraggly beard).

For Female Employees:

1. Sari with a sleeved blouse and kameez–shalwar with dupatta (the traditional loose-fitting pant–shirt outfit of Pakistan), pant suits (worn with or without a scarf or hijab) are all permissible.
2. The wearing of jeans, fatua, leggings or tights is strictly prohibited. Call for No Wearing of Gaudy Jewelry by Employees Brother Plastics Wearing a subtle fragrance or deodorant is encouraged when in the workplace.

Professional Etiquette:

1. Every colleague set here will receive the respect and dignity of being a human irrespective of Gender, Ethnicity, race, Caste, nationality or any sort of position.
2. Keep a good relationship with all other colleagues, and welcome each of them with a smile and your company, when you can. Refrain from criticizing others and avoid any psychometric hazards to fellow colleagues.
3. We all know that emotional reactions are the worst thing that you can do in the workplace. One needs to avoid over-reacting, steer clear of controversies, political discussions, gossip, and back biting. Making up stuff is not alright, and yelling is a culture not recommended
4. Never risk getting too close to a colleague or a work environment – maintain their privacy. Eavesdropping is frowned upon, reading official papers or accessing a colleague’s emails without permission is outlawed. Do not use all personal items like desks and in chairs unless you get consent, and do not look into your colleague's cubicles. Do not go into the supervisor office without knocking.
5. Timeliness is very important, we strongly discourage habitual lateness. Less excuses for being late would be even better.

6. Do not talk to Divisional Heads in an informal manner before getting clearance from the appropriate reporting authority, maintain the scalar chain principle. Report to the concerned authority before any movements outside.
7. Professional dress code must be followed.
8. Everyone is prohibited from transmitting secret details that are not retained by the outside world. It is forbidden to take pictures, to record colleagues or GPL or GPL events on audio or video, and to make these records public on social media without prior approval.
9. Social media at work is a strict no-no.
10. Cigarette smoking on or at the workstation is also a criminal offense.

Telephone Etiquette:

1. The tone on phone is very important so a pleasant tone must be maintained. Discussions should be begin with relevant greetings and friendly salutations.
2. Need to avoid calling during non-business hours, making calls is generally not appropriate outside of these hours, but sometimes rare business situations require that such communication takes place.
3. Always make sure that the person you are talking to is the one you should talk to.
4. Use your time wisely and only have conversations related to your project.
5. It is advisable to answer incoming calls immediately, if you miss a call make sure to return the call.
6. In case he/she is answering on behalf of a colleague, answer the call sweetly, take a message and make sure it reaches the colleague as soon as he/she returns.

Meeting Etiquette:

1. A proper agenda needs to be created before every meeting. Meeting participants should never go to a meeting without a diary and writing implement.
2. Turn off or put mobile phones on vibration mode, and do not answer phone calls during the meeting. If it is an emergency, excuse yourself from the meeting to answer it.
3. Be on time, listen, have your body language and eye-contact right.
4. Meetings must be interactive and employees must give real, short, and relevant feedback.
5. After this meeting, Minutes should be prepared and sent out to the relevant departments to take necessary actions.

6. One need to speak politely and clearly to the audience listener understand what you are going to say. Respect for colleagues is key; participation should take place as and when permitted (ideally keeping a one speaker at a time mantra).
7. Meetings should not be attended in casual wear; formal dressing is mandatory. Side talking or gossip meetings are in very bad taste.

Desk Etiquette:

1. Keep the workspace clean and tidy, avoid keeping unnecessary papers. Don't throw paper and wrappers on roads, use waste baskets and throw it properly.
2. All stationeries should be stored in their respective place. Do not hang up irrelevant posters in the workplace.
3. Reduce printing and switch off your printer, scanner, computer and lights when you walk out for the day.

Office Etiquette:

1. Lunch must be consumed only within the specified hours, and eating food at workstations is prohibited. Have lunch in the dining area with your co-workers if possible
2. Make sure to roll around hand sanitizer and always wash hands well prior to eating. During eating use a napkin or tissue paper.
3. Not to eat too much loud sounds and eat at a slow pace in order not to disturb the crowd.
4. Finish food without throwing anything away, and take utensils after the meal.

Business Card Etiquette:

1. Follow the proper format for business cards defined by GPL HRD. Your name, your title, Contact number should all be true on a business card.
2. Never fold the business card, it's point number. It should be mess free, without any ink marks, this one would need to be kept perfect. Never leave for any professional-related activity without cards.
3. Business cards should be exchanged at the beginning or end of meeting. The left hand is like a business card, so handing and receiving cards with the left hand is inappropriate.
4. At the point of swapping, please ask for the card of another person in exchange.

Internet and Email Etiquette:

1. Make sure all emails are clear on message
2. Add formal salutation at the beginning of the correspondence.
3. The next important step is to properly write emails. Stickler for spelling, punctuation, and grammatical correctness. DO NOT use acronyms and/or shorthand in professional communications. Do not send anything that recipients might consider inappropriate.
4. Keep senior officials and all relevant stakeholders in the loop.
5. Signatures must be a part of all professional emails.
6. Respond to all pertinent emails and avoid sending emails to people unconnected with the substance.

Leadership Styles

As it turns out, leaders in organizations tend to use two primary approaches. These approaches are described as:

- Autocratic
- Democratic

The leadership model that applies to the first type is widely regarded as most appropriate for organizations consisting of relatively less qualified staff and situations requiring strict adherence to timely action and decisions.

On the other hand, the leadership style related to the second type is usually more suitable for organizations that include staff who show a higher level of knowledge and are able to work mainly independently.

At General Pharmaceuticals Ltd management always follow a hybrid way of style which contains both styles but greatest focus is given to the second type of leadership. Management claims that the best approach to employees owning their core responsibilities is to give them autonomy — until now, the key to growth and sustainability of both organizations and employees. This style of leadership permeates all levels of hierarchy of General Pharmaceuticals Ltd. making it a top player of the industry.

Marketing Practices

Since its inception, General Pharmaceuticals Ltd. has always given priority to its primary client, the medical practitioners. All marketing and sales activity is overseen by the head of domestic marketing and sales. The marketing team is responsible for developing strategies and marketing-related plans, while the sales team is responsible for executing effectively in the field. The marketing and sales division has the responsibility of increasing awareness of the products and marketing the products to doctors, organizing local seminars, and selling the products to chemist shops across the country with the help of distribution personnel. Discussions abroad, dealing with buyers, handling the outward flow of product, conducting overseas seminars, and collecting revenue are all functions of the international marketing division. General Pharmaceuticals Ltd. has been dedicated to manufacturing the best medicinal products with the sole aim to realise the ultimate objective of all, the satisfaction of the customers.

SWOT Analysis

SWOT analysis refers to a tool commonly used during organizational planning based on a firm's position in their respective industries relative to competition (Sanvictores, Teoli, & An, 2022).

Strengths: Legacy heavy, and with an esteemed corporate reputation Senior management engaged in implementation of strategic endeavors Cutting edge manufacturing infrastructure Skilled marketing and sales staff Strong distribution network with enough number of deposits Array of products with strong presence of portfolio across various therapeutic categories Favorable perception of product's quality Solid portfolio in CNS and Ophthalmic sectors

Weaknesses: High operational costs and loss of profitability relatively poor employer branding Higher employee attrition in lower level positions (MPO/ Executive level) Poor supply chain management leading to product/material shortages Poor governance and policy compliance Lack of succession planning results in a weak talent pipeline Lack of facilities across potential segments (Cephalosporin, Suppository, MDI & DPI, LVP, Lyo) Weak IT infrastructure and process digitalization Few cash cow and OTC brands Limited chemist coverage Low presence in peripheral markets Few Key Opinion Leaders (KOL) Over reliance on a single vendor.

Opportunities: The promotion of healthy living among the general public leads to continued growth of the industry Increase in the number of chronic disease patients Expanding brand name on the global market and gaining entry in new market locations. Research on entering new therapeutic areas

(Hormones, Nutraceuticals, Oncology, Cosmetology, GLP-1 Analog, etc.) Low-cost and innovative formulations and packaging for existing products Getting accreditation from various regulatory authorities (USFDA, UKMHRA, TGA, etc.) Toll manufacturing tie-ups with Indian players Expanding institutional business Finance from the financial markets

Threats: Rising cost of raw materials Volatile currency Exchange rate Recession in the global economy causing shrinking economy of the country Unethical competition among the local players High wage rate in the industry Long cycle of approval for Blocklist in the DCC meeting Shift of technology from process patentleaps to product patentleaps Incomplete power supply & rising fuel costs Local Regulation (DGDA, NBR, BLA, DOE, etc.) & International Regulation (USFDA, UKMHRA, PIC/S) growing Manufacturing and Operation costs

Porter's Five Forces

Forces	High/Low/Moderate	Reason
Threat of New Entrants	Low	It requires big bucks, major financial investment, and sophisticated technical assistance to build a manufacturing facility. In addition, there are heaps of mandatory regulatory obligations that must be followed, making it much more difficult to implement. Other sectors of ready-made garments or textiles being more intricate than the pharmaceutical sector. It's not only an expensive proposition but it also needs to identify people with the right skills for specific roles. Before taking an enterprize with this field, one has to be well acquainted with its elements of knowledge, i.e. comprehensive and deep technical know-how about the industry.

Bargaining Power of Customer	High	The heightened competition in the industry of the pharmaceutical sector implies that every upward change in pricing of a medication or a variation in the quality of a medication could compel the consumers to shift to another brand. As such, consumers make a big difference in this sector and have a strong bargaining power. In addition, the principal consumers of this industry primarily include patients who obtain and use prescribed drugs. As a result, the pricing of pharmaceutical should be within an acceptable scale. Likewise, it's equally important to preserve the quality of products accepted the world over.
Industry/Competitive Rivalry	Moderate	It can be concluded that the competitiveness in the sector is limited by the moderate intensity of prevailing competition resulting from the constrained threat from potential new entrants. As such, the level of competition is now near a point of stagnation..
Bargaining Power of Suppliers	Moderate	Due to the huge number of raw materials and machines suppliers within the sector, suppliers' bargaining power over pricing quotations for quotations is relatively moderate. If a supplier tries to impose higher prices, it has undoubtedly figured out that the pharmaceutical firm will do whatever it can to find alternatives.
Threat of Substitute Products	High	The alternate brands out there are a lot. Pharmaceutical prices are likely to have to rise till consumers opt for homeopathic remedies. Almost as many drug producers are engaged in homeopathic as in allopathic drug manufacture. In this market price sensitivity is very high. Substitute products are available to the market in abundance.

Chapter 2: Project Part (Talent Acquisition Process of General Pharmaceuticals Ltd.)

Literature Review

Recruitment and selection can be defined by Edwin Flippo as, “it is a process or approach of identifying and attracting potential employees and encouraging them to apply for jobs in an organization.

So simply stated, recruitment and selection are two different processes taking place at the same time (Abdalla Hamza et al., 2021). These are core processes that are fundamental to the way organizations function and they can vary greatly. They act as an assessment of understanding abilities and skill sets of candidates for future and current job opportunities. This, in turn, enables a handshake between job opportunities in a particular organization and prospective candidates (Newell, 2005).

Human resource methodological frameworks highlight recruitment and selection strategies and the suggested advantages related to the utilization of psychological tests, measurements, and performance interviews in the selection process (DeCenzo et al., 2016). One challenge involving recruitment is that it can be done via online platforms, third-party agencies, or internally in the organization. It normally contains recruitment policies, job descriptions, advertisement, applications, interview, evaluation, decision, selection, and training program.

Comprehensive job analysis, labor market research, interview methods, and psychometric tests to measure candidates' talents awareness are all part of a good hiring strategy (Sołek-Borowska & Wilczewska, 2018). In addition, there is ample discussion by small to medium-sized enterprises about its employment interviews and assessments, and narrow job analysis, emotional intelligence of novices and corporate social responsibility. Alternative selection methods may involve group discussions, hands-on tasks, role plays, to name a few (Nikolaou, 2021).

The hiring process is fundamental to every management activity and not considering filling a vacancy, will have adverse implications that ultimately leads to serious threats, including negative impacts on profit and below average skills among employees (Compton, 2009). Besides, reliance

on wrong strategies might create the workforce shortage or slow down the manager deliberation which requires the application of the management theories in terms of improving and perfecting the recruitment process (Gusdorf, 2008). This maybe achieved by incorporating psychological tests, individual interviews, Munro-Fraser's five-point grading system, and Rodgers's seven-point grading scheme (Shammot, 2014).

Referring to the official definition, Price (2007) in Human Resource Management in a Business Context states that recruitment and selection describe the process of identifying and attracting qualified individuals for employment. He argues instead that hiring is more than just a matchmaking exercise and that it requires management insight and preparation to identify the right people to hire. To promote innovation, competitive practices among organizations are attracted to the larger pool of potential relations. Management is extremely important in the hiring process because you want to select someone that reflects your company values and the corporate philosophy (Price, 2007). It dovetails nicely with the desire of the management to always hire for the position who can perform all characteristics of the job including the ability to be a good team player. Collaboration capacity is one of the most important for all managerial positions (Akhtar et al., 2008).

Russo et al.(1997) have identified the most important practices through their research on human resource managers and corporate executives with 319 organizations of Europe, these practices include personnel planning, teamwork, employee participation, recruitment and selection, training and development initiatives, employment security, and recruitment and selection. Thus, HR core responsibilities include developing, fostering, monitoring, motivating, and eventually achieving employee engagement (Okolie, 2020). This, in turn, grants CEOs and other interested leaders with an important amount of valuable insights. Additionally, staffing and the domains of selection are widely focused upon. In organizations with high performance level resources are allocated to training, especially related to communication and teamwork skill, by using selection and recruitment processes that facilitate good hiring decisions (Rynes and Cable, 2003). Moreover, the right assertion is that positive correlation exists between training and organizational performance congruent with human capital framework (Breaugh, 2013). Hiltrop (1996) claims that competitive edge can be secured by managers, in order to obtain the competitive edge, they should formulate training oriented HR policies.

As recommended by Jackson et al. According to HRM Strategies (2009), Human resource management strategies are derived within any corporate body to achieve the organizational goals and implement the Strategic plans through employee education and training and development. The overall objective is to improve the performance and profitability of the organization as a whole. Recruitment and Selection—The Evolving labor market and the relative position of an organization to the market place largely determine the recruitment and selection processes that are available to a firm implementing an hrm strategy (Norris 2013). Plus, these organizations must also remain vigilant nearly long-standing how labor market conditions affect potential hires by presenting a self-image that molds and confirms candidate expectations (Dineen & Soltis, 2011). According to Bratton & Gold (1999), organizations are now outlining the characteristics of the ideal employee, to an ever-increasing extent, and examining how closely applicants match the profile using valid and reliable selection methods. However, the profiles, which are mainly competency frameworks, make organizations stronger because they create the knowledge needed to assess candidates (Bratton, A.W., & Gold, S., 2017). Recruitment and selection are only early stages in what constitutes an employment relationship dialogue between candidates and the organization (Edgar, F., & Geare, A., 2005). Since this relationship is the foundational rock of a corporation or organization human resource development, so be aware to make expectancies settle down in a recruitment and selection period is necessary so that high-cost efficient candidates are not losing and employment relationship start on bad foot and it will create obstacle to achieve such human resource management objective (Hassan, S., 2016).

These imply that, corporate success does, in fact, necessitate effective recruitment and selection strategies as the first step that contribute to the overall management of the workforce within the organization (Billsberry, J., 2008). This literature review, in its conclusion, highlights the intricate relationship between the recruitment and selection process and other organizational processes, including strategic planning, training and development, compensation, performance appraisal, reward/incentive systems, and eventually, labor relations.

Literature Gap

Through a comprehensive review of the existing literature on the "**Recruitment and Selection Process in General Pharmaceuticals**," I have distilled key themes and areas of focus. I highlight some limitations in the literature that also represent opportunities for further research.

The existing literature focuses mostly on general aspects of recruitment and selection, and is often based on examples from different sectors. But there is a clear shortage of research that targets the unique needs and complexities of the pharmaceutical industry. Future research should focus on the specifics of how talent is sourced in the pharmaceutical sector in order to derive practical implications to the industry.

While diversity and inclusion discussions within organizations have gradually gained momentum, little is known in the literature about the incorporation of diversity and inclusion recruitment and selection practices in the pharmaceutical industry. Future studies need to investigate the impact of diversity and inclusion initiatives on attracting and recruiting a diverse talent pool within the pharma industry.

The existing literature primarily emphasizes the recruitment, and selection processes and pays little attention to the long-term impact on employee satisfaction, engagement, and retention. Therefore, how effective would the recruitment processes in the pharmaceutical industry be when it comes to attracting the best pharmaceutical talent that would be committed and stay in the organization for longer period of time, is still an unexplored area.

By filling these gaps in the literature, this work will improve the understanding of pharmaceutical recruitment and selection in general and provide valuable implications for practitioners in human resource and top management positions. Future research endeavors should attempt to fill these gaps and help refine and enhance recruitment and selection procedures in the pharmaceutical industry.

Data Collection

Secondary Data:

A thorough review of the relevant literature including research papers, industry reports, and newspaper articles will be carried out to create a general understanding of the recruitment and selection processes used by General Pharmaceuticals. Information collected from credible sources about the industry standards, and best practices to have a comparative basis.

Ethical Considerations

Ethics must be upheld in the conduct of this research. The ethical framework is based on maintaining confidentiality and the principle of informed consent. All information collected will only be used for research purposes with the strictest ethical and confidentiality standards. By adhering to these guidelines, the research is protected, as well as the dignity, naturalness, and autonomy of the informed participants.

The chosen methodology for the study on "General Pharmaceuticals Recruitment and Selection Process" is in line with the research goals and it provides a comprehensive literature research from an ethical point of view. Given that a descriptive research design means that investigations are first exploratory, the standalone article can take us through each stage of the hiring and selection system and lead us to consider possible advantages, disadvantages and then recommendations. Purposive sampling enables survey respondents to have direct experience of the recruitment mechanism of General Pharmaceuticals which adds to the significance of the data collected.

These ethical considerations show our commitment to privacy, informed consent, and data management. The intention being to share these principles so that the survey participants could trust, and the work integrity could be maintained. With the use of this comprehensive set of methodology, which includes secondary data analysis and focused survey approach, this study is well-positioned to yield valuable insights and pragmatic recommendations that could enhance General Pharmaceuticals' recruitment and selection.

Responsibilities

Manpower Requisition: In case of any vacancy arises in General Pharmaceuticals, Divisional, Departmental or Functional Heads will have to trigger the process. This includes submitting a Manpower Requisition form (MRF), either written or printed, to bring an official notification to Human Resource (HR) division. In case of the position being new or upgraded, the Division/Department concerned will have to give consolidated justification with requisite enclosures wherever applicable to HR through proper channel.

New Roles Definition: When a completely new role is needed, the relevant Division or Department works with HR to discuss and delineate the responsibilities associated with the

function. All this detailed discussion and role definition should be approved in the manning chart of the organization before fetching the recruitment process.

Recruitment & Selection Procedure: The HR Division along with the particular Division or Department ensures that the recruitment and selection process is fully completed. All Divisional / Departmental Heads are expected to aid HR during this process wherever their expertise or feedback is relevant. If the Head is absent, field-specific representatives may be selected to aid HR in their field.

Merit List for Trainee Posts: For the any trainee posts viz. MPO (Medical Promotion Officer), SPO (Sales Promotion Officer) & SR (Sales Representative), all the Sales Training Department takes the charge of the training process. They then prepare the combined merit list of the trainees after the completion of the training, in consultation with the HR.

The functional breakdown of roles in the recruitment and selection process seeks to facilitate a systematic as well as a collaborative approach to filling vacancies and creating new positions at General pharmaceuticals. The recruitment and selection process will be implemented by the HR Division in close coordination with the concerned Division or Department. It is expected that every Divisional or Departmental Head will support HR in this process wherever advice and insight from their expertise is applicable. If there is no Head, the designated representatives from the same field may be asked to help HR.

Precautions

Careful and Precise Filling of MRF: Filling of the Manpower Requisition Form (MRF) is an important task that requires care. Every necessary field and section must be properly completed to provide as much detailed information about the job in question.

No Correction Pen on MRF: The use of correction fluid or pen over the MRF is not allowed. Incompleteness or alterations should be avoided by ensuring that the document is accurate during its first completion. If changes are necessary, a fresh MRF filled in fully must be submitted.

New Position Request Attachments: A request for a new position must include an appropriate and relevant justification. The purpose should accentuate the business needs and the reasoning behind the necessity of the new role within the organization.

Quality and Diligence in Hiring: All stakeholders are expected to exercise their highest diligence to ensure completeness and quality in hiring across all open positions in the organisation. Recruitment of this level, therefore, requires careful screening of candidates to ensure that both the qualifications required to meet the standards of the company have, but also that the values and goals align with the company at large.

Compliance with Approved Base/Structure for Field Force Recruitment: The recruitment and selection process related to Field Force has to be strictly compliant with the approved base or structure. Following the guidelines create consistency, neutrality and thus efficiency in the selection of these positions in General Pharmaceuticals.

These steps are a reflection of the precision, rationality, quality and conformity of procedures of recruitment and selection at General Pharmaceuticals.

Procedure

Receipt and Verification of Recruitment Requests: At the point where a Division or Department workers conclude that there is an employment opening/or upcoming need, the HR department gets the Manpower Requisition Form (MRF) in paper format or electronically by email. This document should involve a complete Job Description and Job Specification. All unapproved requisitions for a period of more than 6 months from date of initial submission will be considered null and void.

HR Scrutinizing and Approving the MRF: The HR department does a detailed scrutiny and approval of the MRFs received and only gets the approval of the management of the valid MRFs only. In addition, promotion panels may also evaluate internal staffing needs, and transfers can be made internally, as appropriate.

Identification of potential candidates: HR collects profiles/CVs of potential candidates through various internal or external job postings, application on their own, reference from employees and management, colleges, cold calling, advertising, portals, social and professional networking services or other sources.

Categorization and Pre-selection: The applications are categorized based on the MRF specifically based on job specifications or pre-selection criteria mentioned in the approved role profile. How flexible these criteria are depends on supply of talent in the labor market.

Invitation of Candidates for Validation: Candidates who pass the pre-selection filter or meet the initial filter metrics are invited by email, SMS or phone for validation (written tests, interviews, practical tests, Assessment Center, etc). HR however retains the right to change the selection method as required.

Conduct Evaluation and Interview: Assessments, online or offline, of written tests, practical operations, oral interviews, and psychometric tests, are carried out in conjunction with HR, Divisional/Departmental Head or nominees. Regional-based Walk-in-Interviews for Recruitment of Medical Promotion Officers (MPOs)

Selection Process Fluctuations: The selection process may have fluctuations depending on the job or role you are applying for, industry standards, or the candidate base. For executive-level roles, they may differ, or managers or outside recruiting firms may go straight to interviews.

Promotions screening: When there are recommendations coming from the respective Divisions or Departments for Promotions in Sales or Distribution, HR does the screening for these candidates.

Walk-in Interview process: For Walk-In interviews, interested applicants are invited to the location mentioned. The detailed multi-tiered evaluation involves document scrutiny, physical round of interviews, written test(s), and then selection based on the metric(s) of evaluation.

Test for MPO, SPO, and SR: Shortlisted candidates for these posts receive information the preparation for training. The training is conducted by the Sales Training Department and the results are tabulated and finalized based on certain criteria. In demand, selected candidates are provided with jobs based on market demand and merit rankings.

Regional endorsements for experienced sales personnel: Regional sales personnel may recommend likely individuals to HR for further assessment. However, HR may choose to accept or reject referrals based on relevant experience, qualification, etc.

Leading Multiple Candidate Selection: When more than one candidate is selected to fill an opening, the person with the highest score on the evaluation is often given top priority for a job offer. Changes can change according to emergency or distance or post requirement or any other fire needed.

Cut-off Marks: General :33% in Written test,50% or above out of 100 in oral test(others as per respective rule main) These benchmarks can also be changed according to the needs of the organization and the available talent.

Background Checks + References: Informal background checks and references are carried out on the final candidates, focusing on work experience and academic credentials.

Offer Confirmation and Approval: The Human Resources department announces, negotiates and finalizes the role and the remuneration of the successful candidates. Before offering the job, authorization through the Head of Human Resources prior to extension of an offer and/or Managing Director & Chief Executive Officer (if deemed required).

Intimation to Chosen Applicants: Applicants who get chosen are informed through SMS, telephone calls or e-mail and are needed to report at the Human Resources wing for the dialogue and/or to accumulate the provide or appointment letters.

Start the Onboarding Process: The shortlisted CVs and required guidelines are passed on to HR transactions to initiate the onboarding procedure by creating individual files and collecting required documentation according to the defined checklist.

Chapter 3: Results & Discussion

Phases of Recruitment and Selection

At General Pharmaceuticals, we do not just aspire for excellence, we have excellence built into the very foundation of everything we do. However, this does not mean that we are capable of managing, nor do we want to lose our quality & this devotion to quality is not exclusive only to our products but core to our organizational structure starting from a highly nuanced recruitment and selection processes. We are a totally strategic expedition when it comes to talent acquisition because every step is a landslide to an intricate ground of talent acquisition with individuals who we would call our drivers of success.

Charting the Course by Defining Roles

It starts with an understanding of well-defined roles. The primary navigators are the departmental and divisional leaders themselves who trigger a Manpower Requisition Form (MRF) when there is an uncharted territory (vacancy). Afterwards, Human Resources takes the lead in the recruitment process in close collaboration with the departments. At the entry point, the Sales Training Department not only actively hosts targeted training programs, it also diligently handpicks young prospects who are promising us the soul of the organization's future.

The Road Ahead — Attracting a Range of Talent

Having determined the goals, we must cast a wide net to recruit a diverse field of candidates. General Pharmaceuticals has a multiple fold strategy, that includes

Internal Job Postings: Encourage internal mobility and hiring from within to create a culture of development and promotion.

External Job Portals: Using popular platforms like LinkedIn, Facebook and Bdjobs for greater reach.

Employee Referrals: Tapping into the networks of our existing workforce to attract candidates aligned to our values and culture.

Potential Unmasked: Thorough Testing and Appraisal, we identify some great candidates then it is time for a thorough test of their real potential. GPL employ a diverse methodology to make sure every person is reviewed holistically:

Written: Assessing key skills/knowledge relevant to the particular role.

Structured Interviews: Evaluating soft skills, cultural fit, and problem-solving skills through interviews.

Real-life Evaluation: Judging the practical experience and the practical knowledge of the candidates in the form of Real-life evaluations.

Competency Assessments: Using focused evaluations that measure discrete abilities and expertise required to effectively carry out the tasks involved in each job.

[Rolling with the punches: Flexibility and personalized care](#)

The recruitment framework at General Pharmaceuticals is not a fixed plan; it serves as a guiding compass that steers the organization yet allows for the necessary adjustments that cater to the unique challenges of each role and to the ever-changing talent landscape. Walk-In interviews are a quick and efficient way to shortlist potential candidates for positions that are easy to fill. GPL assess potential promotional internal applicants who are interested in ways to gain new and exciting pathways within our umbrella.

[At the Harbor: Preparing New Recruits](#)

Following closure of the recruitment process, General Pharmaceuticals is pleased to greet fresh recruits with:

Internal Job Offers: Clearly outlining position, pay, and other placement-related data to enable a smooth changeover from applicant to valued team member.

In-depth Verification of Credentials and Thorough Reference Checks: Careful observations to protect the institution as well as ensure an effective onboarding process.

Setting up Personal Files and Documentation: Final Administrative Steps that conclude to signing up the new recruit to begin his/her journey with us.

Conclusion

This internship report thus presents an elaborate description of recruitment and selection practices of General Pharmaceuticals Ltd. and its strengths and weaknesses. The identified benefits, such as a well-defined process, diversified assessment methods, and solid employer branding underscore GPL's ability to reap the fruits of attracting top talent.

However, the analysis has also found many failures that open some pathways for robust enhancement. This absence of unified evaluation criteria highlights the need for standardized metrics for interviews and assessments, promoting equal opportunity and unbiased candidate evaluations. With such slight references to technology, there is an opportunity to leverage modern tools like an applicant tracking system to facilitate operations and provide a more cohesive candidate experience. In addition, the risk of hidden bias requires proactive approaches that can include implementing bias mitigation training for anyone who is participating in the hiring process.

Correcting those deficiencies will enhance the selection system and will contribute to overall organizational effectiveness. Through these touch points, GPL can better cement its position as employer of choice and creating an inclusive and tech-savvy workplace. This report will act as a blueprint—providing concrete, actionable recommendations to assist GPL as it seeks to refine its recruitment and selection processes as part of a long-term strategy for success.

Recommendations

Based on the evaluation of the current recruitment and selection process of General Pharmaceuticals Ltd they have been few recommendations provided to improve the efficiency, equity, and effectiveness of all recruiting and selection activities. This guidance is intended to address known weaknesses and leverage identified opportunities for improvement to position GPL as a leader in recruiting talent in the pharmaceutical industry.

Standardisation: There is an urgent need to develop standardised evaluation criteria and rubrics for interviews. This program ensures that candidates are evaluated in the same way every time, ensuring transparency and objectivity in decision-making processes.

Embracing Modern Infrastructure: The Use of Modern Technologies, such as Applicant Tracking Systems & Digital Platforms, be essential for streamlining recruitment workflow. This not only increases operational efficiency, but also improving overall candidate experience, which is beneficial for any company such as GPL to create a better offline employer value proposition.

Reduce Bias: Unconscious bias training for recruiters and hiring managers should be enacted. This proactive step contributes to creating a culture of diversity and inclusivity in GPL, alleviating the risk of biases during candidate assessments and decisions.

Onboarding Improvement: GPL should create a structured onboarding process that goes beyond traditional administrative work. With mentorship, clearly defined roles to fulfill, along with cultural acclimatization, the new employees can be integrated into the mix seamlessly, feel a sense of belonging, and help the company reap the benefits of success.

Time to Hire: The time-to-hire process is notably lengthy, as considerable time is spent on screening CVs and inviting potential candidates for assessments. This delay increases the risk of losing highly qualified candidates.

By faithfully following the examples of these recommendations, GPL can take its recruiting and selection to the next level and build a competitive advantage in not only attracting, but also selecting and retaining top talent. This report is a blueprint to inform GPL's continuous improvement to optimize its practices and create an environment that will enable its personnel to thrive and succeed.

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