



Inspiring Excellence

Internship report on

The Recruitment and Selection Process of ACME Laboratories Ltd

Course code: BUS400

Submitted to

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Brac Business School

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ACME

For Health, Viqour and Happiness

Internship report on The Recruitment and Selection Process of ACME Laboratories Ltd.





ACME

For Health, Vigour and Happiness

Letter of transmittal

June 2019

Md. Fazla Mohiuddin

Lecturer (BBA program)

Brac Business School

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Subject: Submission of Internship Report.

Dear Sir,

It is been a great pleasure and privilege to present that I have completed my internship report on the Recruitment and Selection Process of ACME Laboratories Ltd. I have completed my 3 months of internship at ACME Laboratories Ltd and prepared the report under your supervision, as it is a requirement for the completion of the course BUS 400.

I have utilized both theoretical knowledge and practical experience to prepare this report. I tried my level best to complete the report properly and I hope you will approve this report and it will meet your expectations.

Regards,

Oishee Augustina Gomes

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Brac Business School, Brac University



Letter of Endorsement

The Internship Research Report entitled “Strengths and Weakness of the Recruitment and Selection Process of ACME Laboratories Ltd.” has been submitted in partial fulfillment of the requirements for the degree of Bachelors of Business Administration (BBA), Major in Human Resource Management, Faculty of Business Administration on May 2019 by Oishee Augustina Gomes, ID# 14104019.

The report has been accepted and may be presented to the Internship Defense Committee for evaluation.

(Any opinions, suggestions made in this report are entirely that of the auth of the report. The University does not condone nor reject any of these opinions or suggestions)

Md. Fazla Mohiuddin

Internship Supervisor



Acknowledgement

To begin with, I would like to thank Almighty for giving me enough patience and support throughout my internship journey in ACME Laboratories Ltd. I express my warm thanks to my supervisor Monira Akter, Deputy Manager of Human Resource Division, Mr. Ashik Hasan, Assistant Manager of Human Resource Division and Mohammad Mahamudul Hasan, Junior Executive of Human Resource Division for the brilliant and excellent guidance and assistance to complete this report.

I would like to express my gratitude to my assigned faculty member, **Md Fazla Mohiuddin**, for the guidance throughout the study. Lastly, I am grateful to my family, friends who have supported me in preparing this report.



Executive Summary

As a part of requirement of Bachelor of Business Administration (BBA) program, I have completed my internship at “The ACME Laboratories Ltd” under Human Resource Division. The internship has helped to know the recruitment and selection process of ACME Laboratories. I have used both primary data and secondary data to prepare the report. Their exclusive HR practices help them to achieve their goals. Hence, the management development programs are introduced to update their employees. This report focuses on how and why recruitment and selection process is done. This report also shows my observation on recruitment and selection process. It also focuses on the strength and weakness of the process. It states the comparison of the recruitment and selection process with competitors. This report provides some recommendation which may help to improve their process. Finally, the report allows focusing on theories and concepts used in The ACME laboratories Ltd to relate with academic purpose. Lastly, I concluded the report with a summarized conclusion and references.

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Organizational Overview

About ACME Laboratories Ltd

“The ACME Laboratories Ltd. is a pharmaceutical company for manufacturing health care products in Bangladesh. In 1954, ACME was founded by Mr. Hamidur Rahman Sinha. The term ACME means “Highest Point of Perfection”. With expertise in medicine and science over more than 60 years, they have been maintaining and providing top quality products to their customers at a reasonable price. They currently have more than 500 products in different forms such as broader therapeutic categories. They have achieved success in both local and international market and over the years and are recognized as reputed company in many foreign regions such as South East Asia, Africa and Central America. They are continuously trying to improve the quality of life for patients and also to meet global challenges. The company has over more than 7000 employees. ACME is an ISO 9001:2015 certified company (Acme Laboratories Limited, 2019).

“ACME Laboratories Ltd objectives are to maintain transparent business operations within the legal & social frame work with aims upon the mission reflected by the vision. They are committed to maintain good state of manufacturing facilities by ensuring best quality products to their customers” (Employee Handbook, 2018)

“The company’s main quality objectives are as follows:

- To improve sales growth
- To increase the level of productivity
- To maintain a good profit margin
- To maintain a proper company image & customer satisfaction (Employee Handbook, 2018).

Vision, Mission, Value & Core Values

Mission

“The mission of The ACME Laboratories Ltd is to ensure Health, Vigor and Happiness for all by manufacturing ethical drugs and medicines of good quality at best price and expand their market both local and global” (Employee Handbook, 2018).

Vision

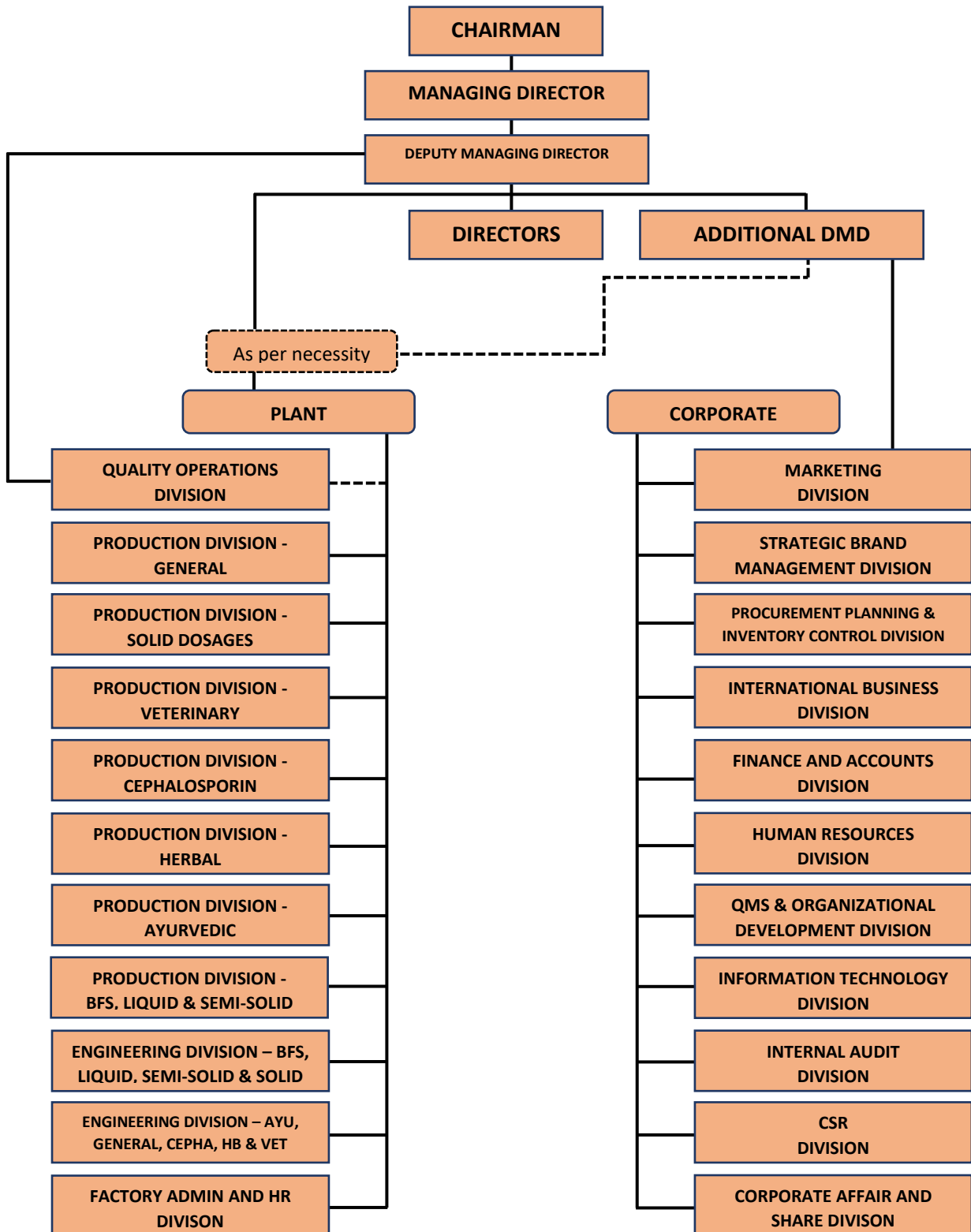
“To ensure Health, Vigor and Happiness for all”(Employee Handbook, 2018).

Core Values

“The company believes, values are the measure for their thinking and actions. It is the core of what ties them together in the past, present and future. They do business on the basis of common values.”(Annual Reports of Acme Laboratories, 2017-18)

- Responses to social needs
- Excellence
- Integrity
- Pro-activity
- Desire Win
- Team Spirit
- Customers Focus
- Conserving nature and protecting environment.

Hierarchy of ACME Laboratories Ltd:



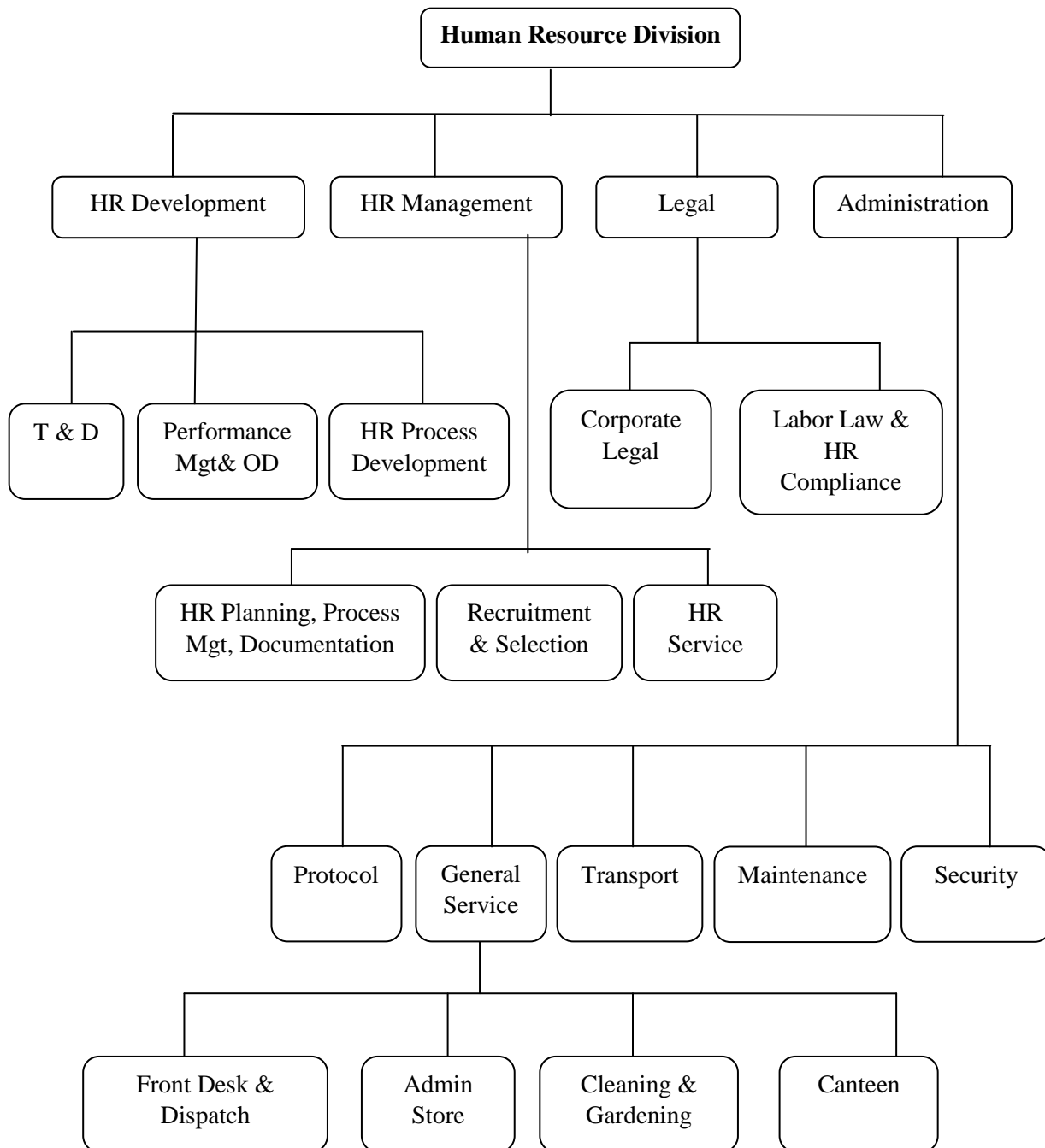
Management Structure of ACME Laboratories Limited

In the Corporate Office of ACME Laboratories, there are eleven different divisions. There are several departments under those divisions. Employees are assigned according to their academic and professional background. The 11 divisions are: Marketing Division, Strategic Brand Management Division, International Business Division, Procurement Planning & Inventory Control Division, Finance & Accounts Division, Human Resource Division, Internal Audit Division, Internal Audit, Information Technology Division, Quality Management System Division, Corporate & Share Division (Employee Handbook, 2018).

In ACME Laboratories, all the divisions have a division head who regulates work of the employees and is responsible of the decision making. There are managers for all the divisions to coordinate all the employees and their responsibilities. Being an intern in Human Resource as a Major Subject, I was assigned in the Human Resource Division. The Human Resource division has different portions of activities. There are total 5 departments, which are Human Resource Development, Human Resource Management, Legal, Quality Management System and Administration. Among these departments I was under the Human Resource Management, which mainly focuses on the Recruitment and Selection process. It is a significant part of the human resource division. As the company is a pharmaceutical company it requires a lot of employees as a result, there are about 7000 employees in company (Employee Handbook, 2018).

The Organogram of the Human Resource Division

The following figure shows different departments of the Human Resource Division.(Employee Handbook, 2018)



Body of the Report

Objectives of the Study

This report originates as a part of Internship. It is a study on the Recruitment and Selection Process of the ACME Laboratories. Besides describing the afore-mentioned process I have also tried to focus on the strengths and weakness of their existing process.

Broad Objective of the Study

The main objective of this report is to briefly describe the whole Recruitment and Selection Process of the ACME Laboratories Limited. The specific objectives of the study are mentioned below:

Specific Objectives of the Study

- ⇒ to describe the recruitment activities of ACME Laboratories Limited;
- ⇒ to find out the strengths and weakness of the Recruitment and Selection Process of ACME Laboratories Limited;
- ⇒ to recommend some points to overcome the problems in the Recruitment and Selection Process of ACME.

Primary Data

For the report, I have collected my data by observing the HR activities of the company and observed every part of the process of recruitment till the employee joins the company. I have gathered data by querying different HR personnel in the department.

Secondary Data

I have collected data from the employee handbook, annual report, company's website. I also collected data from different reports as there was not enough information in the company's website. I took help from the text book and the internet.

Scope of the Study

My title of the report is “Internship Report on Recruitment and Selection Process of The ACME Laboratories Limited. The report describes the recruitment and selection process gives a glance about the theoretical and practical point of view. The study will help us to learn about the recruitment and selection process and management structure of the company.

Limitations of the Study

During my internship period and preparation of this report there were limitations which are mentioned bellow:

At first, the secondary data is not always reliable and the information is outdated usually.

- ❖ They were insufficient information available which hampered the analysis of the study.
- ❖ Most of the employees were very busy in their work that is why it was difficult to collect information.
- ❖ Due to time constraint deep analysis of the study could not be done.

Literature review

Human Resource Management consists of four functions - acquisition, development, motivation and maintenance- of human resources. Acquisition is the primary function and it begins with human resource planning. It includes the calculating the demands and supplies of labor. Acquisition also includes the recruitment, selection and socialization of employees. A job analysis is done before initiating recruitment to define the duties, responsibilities and accountabilities of a job. The recruitment activity helps to acquire the number and types of people required to ensure the ongoing operation of the organization by discovering the potential candidates for the organizational vacancies. It is the linking activity that brings together those with jobs to fill and those seeking jobs.

The recruitment process begins when a vacancy of any position occurs in an office/department and the line Manager/Officer initiates an employee requisition for that vacant position. There are three types of needs which might require the company to recruit -

- i. Planned

This need arises when there is a certain level of change the organization is planning for the long term such as change in the retirement policy or other changes.

ii. Anticipated

Anticipated needs can be determined by the manager by observing the trends in the internal and external environment of the company.

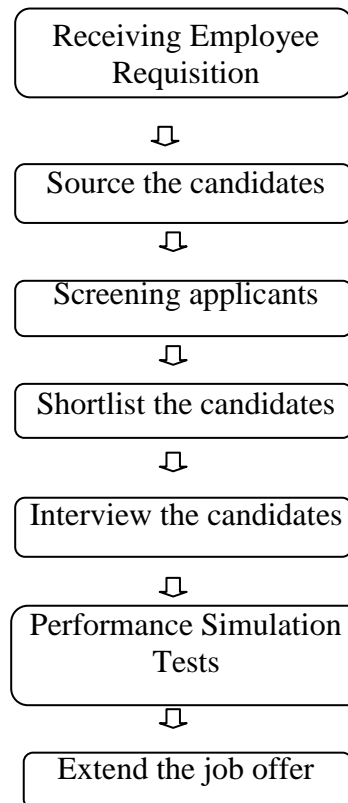
iii. Unexpected

If there is any resignation, accident, death or illness of the employee the organization might need to recruit new employees.

Steps in the recruitment and selection process

The recruitment is one of the important functions of human resource management. It is a crucial part as it helps to gain strategic and competitive strength over the competitors of the company. It also allows the company to use the knowledge and experience of the employee to achieve the company goals.

The steps of recruitment and selection process are as follows:



1. Receiving employee requisition

Usually a line manager of any department submits employee requisition form to the higher authority for any vacant position. Higher authority will analyze the necessity of the requisition and may approve or disapprove the form. If the requisition gets approved then the human resource department will receive the approved form. Thus the recruitment process begins. A job order should have the job description and job specification of the position, including:

- Job title or designation
- Job nature (Permanent/Contractual)
- Number of staff required
- Detailed job description
- Required and preferred qualifications
- Official duty station
- Salary range, etc.

2. Source candidates

There are two through which candidates can be sourced such as passive candidates and active candidates. Active candidates tend to actively look for work while passive candidates are not. The successful recruiters tend to source both types of candidates. Some popular sources of recruiting include:

- Internal search
- Advertisement
- Employee referrals/recommendations
- Employee agencies
- Temporary rental services
- Schools, colleges and universities
- Professional organization
- Casual or unsolicited applicants
- Recruiting from the organizations own database is the best resource for sourcing candidates. The organization can let the candidates know about the open position.

3. Screening applicants

Screening applicants is an important step. This process helps HR personnel to narrow down the pool of candidates. Qualification, knowledge, skills, abilities, interest and job experience are the key factors to focus while screening the candidates. There are a lot other ways the manager screen the applicants such as Phone interviews, CV sorting, Video chats. The techniques may vary depending on the source of supply and method used for recruiting.

4. Interview candidates

After scrutinizing the applications, the selected applicant list or short list is prepared for interview (written, viva or physical examination test). The organization communicates with them via phone call or by sending interview card. An unsuccessful performance at any stage results in rejection of the applicant.

6. Performance Simulation Tests

To avoid criticism and potential liability from using psychological, aptitude and written tests, there has been increase in the use of performance simulation tests. These tests require the applicant to engage in specific behaviors which are based on the job analysis data, this have been observed to be key behaviors required for doing the job successfully. They also check the background of each candidate and the references to verify information and learn more about their character and work ethics.

7. Extend the job offer

It is the last stage of the selection process where the job is offered to the candidate. Here the salary, benefits, terms and conditions are discussed with the selected candidate. The candidate may accept or declines the job offer. If they reject the offer, the concerned officer will ask the next candidate in the panel list or do the recruitment and selection process again.

Recruitment and Selection Process of ACME Laboratories Limited

The HR division of ACME always tries to recruit the most qualified people for the organization who meet their vision, mission, and objectives as well as has aspiration to achieve the organizational goal of the company.

The Recruitment Process:

ACME Laboratories follows following steps to do the recruitment process and find the suitable candidate for the job position.

Step 1: Employee Requisition

The recruitment process initiates when any vacancy of any position referring to the job specification and job description for recruiting suitable candidate for the department, that specific department submits an employee requisition form to the department head of HR. The DMD (Deputy Managing Director) approves this requisition form and the process begins.

Step 2: Source of Collecting CVs

ACME Laboratories uses different sources to collect resume. They use both internal and external sources.

i. Internal Sources

ACME Laboratories use internal sources to recruit employee as it wants to reduce the cost of recruiting. Being a huge pharmaceutical company it requires a lot of employees very often. They use the following sources to get candidates.

- Internal employee referral
- Internal advertisement /company notice boards
- Previous applicants
- Transfer and promotion

ii. External Sources

The ACME Laboratories Limited gathers huge number of applicants from external sources. The Sources are:

- Newspaper Advertisement- Such as the Prothom-Alo, the Amar Desh, the Bangladesh Protidin and the Daily Star.
- Advertisement online- HR Division of the ACME Laboratories Limited has made a contract with bdjobs.com and chakri.com. Therefore, they have full access to post job advisement and collect CVs' from the website.
- Outsourcing- ACME Laboratories outsource their work through their interns. As it is cost effective and also helps the interns to experience the practical work in return.

Step 3: Sorting CVs'

After the publishing an advertisement and collecting of the resumes, the process of sorting begins. According to the job specification of the position the CVs are categorized and shortlisted.

Step 4: Prepare Call List & Inform the Candidates

To prepare the call list, an excel file is created for the shortlisted candidates; the file includes name of the candidate, fathers' name, contact number and the name of the university. The call list is then approved by HR head and sent to the PABX department. PABX contacts the candidates and ensure how many candidates are available. Through this the HR division will have an idea about the total number of candidates for the written exam.

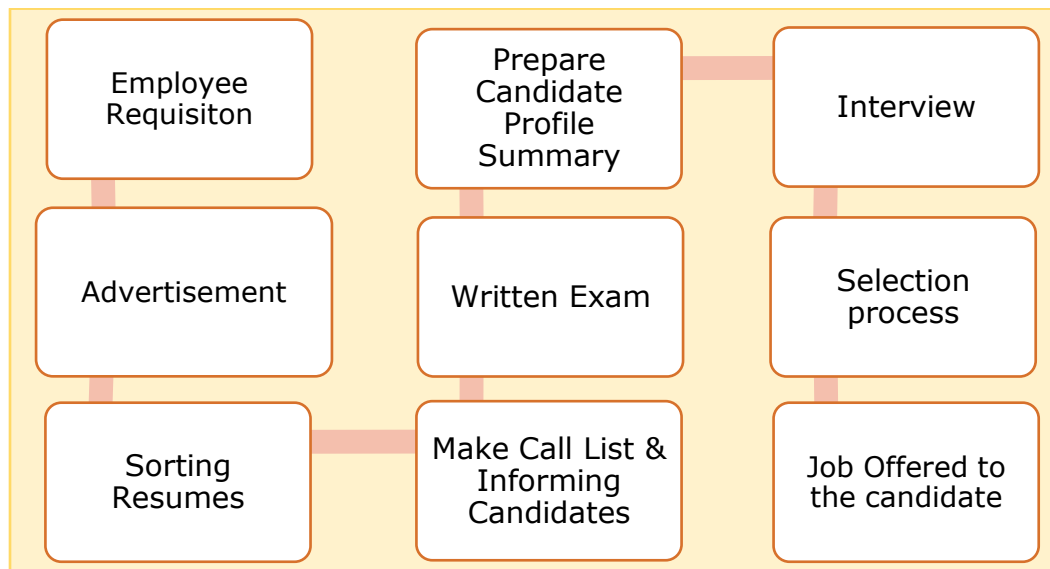


Figure: Shows the recruitment process of ACME Laboratories

Step 5: Written Exam

Preparation of the written exam includes attaching writing script with the top sheets based on the number of candidates. The top sheet includes the candidate personal information. After the written exam the top sheet is removed from the writing script and sent it to examiner. According to the pass mark the candidates are shortlisted and CPS is made.

Step 6: Candidate Profile Summary (CPS)

The candidate profile summary includes the detailed career information about the candidate such as highest education degree, number of years of work experience, written test marks and educational institution. CPS is created so the interviewers have a clear idea the candidate.

Sl	CV No	Name, Father's Name & Contact No.	Highest Education	University/ Institution	Experience	Yr. Exp	W.T (100)	1st Viva (20)	Preferred Area	Final Viva (20)	Interviewer's Comment

Figure above shows the CPS format prepared for the executive position after the first interview

Step 7: Interview

After the candidate profile summary is finalized by the head of HR, the date of the viva exam is set. Based on the job position the number of viva exam varies. For the mid to high level job position two interviews are taken and for the lower level job position one interview is taken.

Step 8: Selection process and Job Offer

Using the candidate profile summary, viva exam are totaled and the candidates are shortlisted according to the marks and reference. Based on the ranking of the marks candidates are selected and manager offers the job to them. If the candidate accepts the job offer the process of joining starts they are called for completing the appointment formalities.

The steps above show the summary of the recruitment and selection process. The whole process takes around 3 to 4 months depending on the position of the job. Usually it takes less time for the lower level employee and takes longer time for the higher position. As it is a pharmaceutical

company, it requires a lot of employee all the time. However, ACME goes through lots of recruitment process almost all over the year.

ANALYSIS & FINDINGS OF THE STUDY

Findings of HR Division of ACME Laboratories

- ✓ The Managing Director of the company is sole authority of the company; his approval is required in every step of the process.
- ✓ ACME Laboratories does not follow the modern HR practices.
- ✓ HR Division does not maintain CV bank properly. There are many occurrences the CV got lost as the files are not kept properly.
- ✓ There are only three employees who work on the recruitment and talent management who does the whole process. So, when there is a lot of pressure it is very difficult to maintain the workload. Therefore, the company takes intern to reduce their workload and the employees who are assigned for recruitment tend depend on the interns a lot.
- ✓ They have no job advertisement on their website.

Strengths and weakness of the recruitment and selection process of Acme Laboratories Limited

Strengths:

i. Cost Reduction Method followed for recruitment

ACME needs to recruit lots of personnel for different position. The recruitment and selection process incurs a lots of expenses for advertisement, the manpower required to do the recruitment, Stationeries, Software usage, etc. So the company takes required amount of interns to reduce the cost of the process. As a result it cuts off the cost of company and benefits the interns in terms of physical job experience.

ii. ACME Laboratories Limited has a huge scale of recruitment

ACME collects the CV's by using various sources. For every job position there are thousands and thousands of CV received by the company. It is a plus point for the company, as it can select the perfect deserving candidate for the position.

iii. Good company image as the pioneer of the industry

"ACME is a well renowned and a huge company. It has been in the market for the last 60 year"(Business Operations- Human Resources, 2019). The company image attracts skilled, qualified and trained people to work with this company. ACME also believes in nurturing their people and ensuring the development of the employees, along with the growth of the organization.

iv. Following fair means of examination method

During written exam the top sheet of the exam script, holding the name and personal information of the candidates are taken off/kept apart before delivering the script to the examiner. They do this to ensure fair judgment. Again, they always keep an outside expertise in the interview board for mid-level staff interview to make the exam more authentic and fair.

Weakness:

i. The Recruitment and selection process is very lengthy.

The Section Head gives employee requisition to the Head of HR when any position gets vacant. After the approval of the HR Head, the process of recruitment begins. Then job advertisement published and the CVs are collected and sorted. The recruitment committee is constructed and the written, viva exams and other formalities are takes place and the result sheets get prepared. It is a very large and very time consuming process. Therefore, the candidates have to wait too long, starting from giving written exam till they are selected. It takes more than 3 months to complete the whole process.

ii. Involvement of too many people in the Process

A lot of people gets involved in this process so the chances of making mistakes also increase. Due to lack of communication and misleading information from the department, sometimes confusing situation arises. Moreover, the employees depend mostly on the interns. As the interns stays in the company only for three months, they aren't provided all information related to recruitment and everyone's working style is different so there is more tendency of mistakes. Sometimes the existing employees don't even notice the flaws and if they find out it's going to takes a lot of time to fix it.

iii. Giving more priority to the internal reference

While recruiting employees the company tends to give more preferences to candidates who have internal reference. According to my observation, the advantages these sorts of candidates have over other candidates are that they get more time during the written exams and get more marks in viva. Therefore they have more chances of getting selected.

iv. The company website doesn't provide information about job vacancy

Usually peoples want to get information about vacancies from company's own website but ACME doesn't have this sort of facilities. They have linked with bdjobs and publish their job

circulars in this website. If any interested person doesn't have this information of internal contract between ACME and bdjobs website then they will be unaware about the information.

v. **Lack of usage of updated software.**

We are in very fast paced time. Everywhere we see there is usage of technology. Being such a huge company, they have failed to adapt with the updated software available in the market. They still follow the traditional ways which was used many years ago. Due to this it takes a huge amount of time to record and update the information of the employees.

Recommendations

ACME's recruiting process is huge. I had acquainted with all of the steps of recruitment and selection process. I have described the strengths and weakness of their process earlier in my report. However, these limitations can be overcome through some managerial changes or decisions. So, I would like to give some suggestion to make the HR work flawless and perfect and my point of views are shared below:

- ❖ Many ongoing recruitment processes for different circular takes place at the same time. There is no fixed set of criteria or standards that are followed in each recruitment process e.g. pass marks for written exam, components for candidates list, etc. The recruitment officers are very much dependent on the decision made by Head of Department. Sometimes, responsible officers have communication gap with each other. They provide separate decisions to their subordinates and also to the interns. It increases the chance of mistakes as well as wastes time and energy.
 - In this case, the HR Head can call his team and give a proper instruction for each recruitment process. All information should be specific and the responsible officer's needs to keep liaison with each other to keep update about what steps are going to be taken and what changes are taking places. So that misunderstanding or repetition of work can be avoided this will definitely make the process immaculate and shorter.
- ❖ They should develop server based operating system for HR computers. Because if the hard disk of any computer crashes then the data cannot be retrieved. Loss of data is a unrecoverable loss for HR dept. Server based data preservation system will enable them to minimize this risk.
- ❖ They should avoid too much dependency on intern. There are lots of difference in the quality of work between a professional employee and an intern. Each intern works there only for 3 months and moreover a piece of work can be done by several interns according

to their availability. An intern doesn't have sound knowledge about the company's recruitment policy and the method of doing those activities. If any intern makes any mistakes and other interns also work using those data, then the mistakes are being carried throughout the process. For instance, if any staff resigns from ACME, s/he won't be able to re-apply for any other position in ACME. An intern can overlook the job experience information by mistake. When the mistake will be discovered it will be too late.

- In my opinion, the officers should assign job to their intern but at a time they should monitor their work closely. After completion of the work, the supervisor must verify the intern's work to run the process immaculately.

- ❖ To become a complete official website ACME can bring changes by introducing a new tab for career opportunities. An interested candidate will be able to get information about the company and along with the underlying vacant positions at a time. Or, it can provide this information at least that interested candidates will get information from bdjobs. They can share the links of their circulars also (that are shared in the bdjobs website).

Conclusion

It was a great experience doing my internship at HR Division in ACME Laboratories Limited as it holds the sixth position among top ten pharmaceutical companies in Bangladesh. This company is adequately staffed with highly qualified, experienced and competent personnel. I have experienced a rich impression about the practice and procedures followed in the HR Division of ACME. This helped me to acquire knowledge and experience on HR systems which I firmly believe would go a long way in my next career pursuit and aspiration. I extend heartfelt thank to the internship supervisor and to all those who helped me academically or in other form through their valuable suggestion, cordial co-operation and support to bring the report in place and the present form.

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