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Dhaka, Bangladesh

Thesis Paper
on
Recruitment and Selection Process in Bangladesh: A Case Study on Square Pharmaceuticals Ltd.

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Letter of Transmittal

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Subject: Submission of Thesis Paper on Recruitment and Selection Process of Square Pharmaceuticals Ltd: A Case Study on Square Pharmaceuticals Ltd.

Dear Sir

It is a matter of great pleasure to me to submit the Thesis paper on Recruitment and Selection Process in Bangladesh: A Case Study on Square Pharmaceuticals Ltd. It was a thrilling journey to come up with the most part and parcel matter of the Recruitment and Selection Process of a company. This is a valuable paper in the present Bangladesh.

I have paid my utmost attempt to prepare the thesis paper following the given outlines. This paper will pave the way to know the ins and outs of a company regarding Recruitment and Selection. I would be glad to furnish you with any clarification, if required. I therefore, submit it hoping that you would excuse the minor flaws.

Yours Sincerely

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Letter of Authorization

This is to certify that this thesis paper titled Recruitment and Selection Process in Bangladesh: A Case study on Square Pharmaceuticals Ltd. has been prepared as part of the mandatory credit of the last semester of EMBA programme. Abdullah Shaikh, ID EMBA 2003021003, has prepared the thesis paper under my Supervision. He has prepared it depending on his own realization, thorough observation and practical discussion.

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Acknowledgement

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EXECUTIVE SUMMARY

SQUARE Pharmaceuticals Ltd., the Leader of Bangladesh Pharmaceutical Industry for the last 36 years, is now UK Medical and Healthcare Products Regulatory Agency (MHRA), Australia certified. For my thesis program, I got the opportunity to work at the best performing Pharmaceuticals Company in Bangladesh. I was placed in the Corporate Headquarters of **Square Pharmaceuticals Ltd**, the parent company of Square Group. Square Pharmaceuticals Ltd, the flagship company, has held the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now on its way to becoming a high performance global player**.** It started its journey as a partnership firm in 1958, producing a variety of medicines. From 1958 to now, it stands on a strong platform because of their successful performance and technical improvisation.

Square Pharmaceuticals has a well-organized management system by which they smoothly operate the process of setting and achieving goals through the execution of five basic management functions that utilize human, financial and material resources.

Square has developed an effective and aggressive marketing system which generates motivation in the employees for achieving the organizational objectives. Square's practice of distribution through a wide network of field staff throughout the country ensures freshness of stock as well as efficient and timely service. Strict quality control is maintained in the factory by expert personnel and apparatus. Square has a reputation of paying its taxes on due time. It has got the best employee awards in 2013.

The human resource department of Square Pharmaceuticals is the key to all success. The main strength of HR is their quick informal responses to comply with the continuous changing environment. Recruitment and selection of quality HR and retention of quality family members is the number one HR Policy of **Square.** The company has bonus schemes and training programs for employees. The company's growth plans for the future are to strengthen operations in the domestic market, increase market share internationally and nationally, improve productivity and profitability to offer more value to the shareholders. Square is very much concerned about their recruitment process and try to hire the best possible candidates from the market.

Chapter One: Introduction

1.1 BACKGROUND OF THE STUDY

The Pharmaceutical industry in Bangladesh is one of the most developed hi-tech sectors in the country's economy. It has significantly grown in Bangladesh in the last two decades. Its healthy growth also supports development of auxiliary industries like producing glass bottles, plastic containers, aluminum collapsible tubes, aluminum PP caps, infusion sets, disposable syringes, and corrugated cartons. Some of these products are also being exported. Printing and packaging industries and even the advertising agencies consider the Pharmaceuticals industry as their major clients and a key driving force of their growth. Pharmaceutical companies are either directly or indirectly contributing largely towards raising the standard of healthcare and also to latest drug information. In 1981, there were 166 licensed Pharmaceuticals manufacturers in the country, but local production was dominated by eight multinational companies (MNCs) which manufactured about 75% of the products. There were 25 medium sized local companies which manufactured 15% of the products and the remaining 10% were produced by other 133 small local companies. In spite of having 166 local Pharmaceuticals production units, the country had to spend nearly 300 million on importing finished medicinal products. A positive impact of the Drug (Control) Ordinance of 1982 was that the available foreign currency was exclusively utilized for import of Pharmaceuticals raw materials and finished drugs. The value of locally produced medicines rose from taka 1.1 billion in 1981 to taka
16.9 billion in 1999. At present, 95% of the total demand of medicinal products is met by local production. Local companies (LCs) increased their share from 25% to 70% of total annual production between 1981 and 2000. In 2000, there were 210 licensed allopathic drug-manufacturing units in the country, out of which only 173 were on active production; others were either closed down or suspended by the licensing authority. They manufactured about 5,600 brands of medicines in different dosage forms. There were, however, 1,495 wholesale drug license holders and about 37,700 retail drug license holders in Bangladesh.

1.2 Objectives of the Study

The prime objective of the study is to examine Human Resource Policies and Practices of Square Pharmaceuticals.The specific objectives of this report are given below:

1. The main object of the report is to investigate the employee's perception of the recruitment and selection process of Square Pharmaceutical Ltd.
2. To study briefly about Square Pharmaceuticals Ltd.
3. To examine the various steps of recruitment and selection process of Square Pharmaceuticals Ltd.
4. To identify the problems regarding recruitment and selection process of Square Pharmaceuticals Ltd.
5. To suggest some improvements regarding the problems of recruitment and selection process.

1:3 Methodology of the Study

Methodology is an important part of the study. It is designed in such a way so that it corresponds to achieving the objective of the study. It includes sampling procedure, data collection procedure, and also procedure of analysis of the data. The information used to prepare this report has been collected from both primary source that has been collected from formal and informal interviews and secondary source that has been collected from annual reports, articles and online which together provided more comprehensive information. **Sample area:** Human Resource Department, Sales Department, Corporate Head Quarter of Square Pharmaceuticals Ltd. **Sample Size:** For conducting a survey I have selected 22 employees of SPL from the Sales and Human Resource department as a sample size. **Sources of data collection:** In order to make the report more meaningful and accurate, sources of data and information have been used. These are primary sources and secondary sources.

I. **Primary Data:** Primary data is a type of information that is obtained directly from first-hand sources by means of surveys, observation or experimentation. Primary data have been collected from 2 Senior Executive (HRD) and 13 Executive (HRD) of Square Pharmaceuticals Ltd through formal and informal interviews.

II. **Secondary Data:** Secondary data is all the information collected for purposes other than the completion of a research project and it's used to gain initial insight into the research problem. It is classified in terms of its source – either internal or external. Secondary data have been collected from different Journal, Newspaper, Annual Report, Selected Books published and unpublished data.

1.4 Limitations

Primary limitation of this report is that it is based on facts, accumulated from word of mouth, while consulting secondary data. Every employee of this organization is very responsible and maintains confidentiality to their work, so as a thesis holder my access to those works are limited. I was only given information that SPL permits me to publish in my report. Because of their job responsibility and busyness, as a thesis holder it's difficult for me to ask every employee in which way they are performing in that organization. As the report is not a comprehensive one, rather based on a single facility of Square Pharmaceuticals Ltd. and also based on a limited number of department employees, the ultimate decision may not be drawn about the whole organization's recruitment and selection process. Moreover, the given time frame is not enough to know all information about an organization.

Chapter Two: Profile of the Organizational

2.1 Overview of the Organization

Square Pharmaceuticals Ltd. The flagship company, has held the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now on its way to becoming a high-performance global player. Square is a group of more than 30 companies that are operating throughout the country. Most of these companies are renowned around the nation for their quality product / service and also for transparent and ethical business policies. SQUARE today symbolizes a name – a state of mind. But its journey to growth and prosperity has beenno bed of roses. From the inception in 1958, it has today burgeoned into one of the top line conglomerates in Bangladesh. Square Pharmaceuticals Ltd. The flagship company, has held the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now on its way to becoming a high-performance global player. SQUARE Pharmaceuticals Limited is the largest pharmaceutical company in Bangladesh and it has been continuously in the 1st position among all national and multinational companies since 1985. It was established in1958 and converted into a public limited company in 1991. SQUARE Pharma's turnover during the year 2020-2021 was BDT 58.35 billion (US$ 694.76 million) with about 17.21% market share and a growth rate of about 10.24% and having around 10,510 employees across the country and abroad. SPL was-

- First to manufacture and market Metronidazole, Ampicillin and Cotrimoxazole after the expiry of patents.
- First to export antibiotics and other ethical drugs overseas.
- First to develop sustained release technology locally.
- First to achieve an all-time industry high record sales turnover of US$ 25 million.
- First to locally produce high tech Metered dose Inhalation (MDI) formulations.

2.2 Looking Beyond the Horizon:

SQUARE Pharmaceuticals Limited has extended its range of services towards the highway of the global market. SPL pioneered exports of medicines from Bangladesh in 1981 and has been exporting antibiotics and other pharmaceutical products. This extension in business and services has manifested the credibilityof Square Pharmaceuticals Limited.

2.3 Corporate History

The company was founded in 1958 by Samson H. Chowdhury along with three of his friends as a private firm. It went public in 1991 and is currently listed on the Dhaka Stock exchange. Square Pharmaceuticals Ltd., the flagship company, has held the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and it has been continuously in the 1st position among all national and multinational companies since 1985. Square Pharmaceuticals Ltd is now on its way to becoming a high-performance global player.

Event

1958	Establishment of SQUARE Pharma as a Partnership Firm.
1964	Converted into a Private Limited Company.
1974	Technical Collaboration with Janssen Pharmaceuticals, Belgium, a subsidiary of Johnson and Johnson International, USA.
1982	Technical Collaboration with Janssen Pharmaceuticals, Belgium, a subsidiary of Johnson and Johnson International, USA.
1987	Licensing Agreement signed with F. Hoffmann-La Roche & Co Ltd., Switzerland.
1991	Achieved market-leadership in the pharmaceutical market of Bangladesh among all national and multinational companies.
1994	Pioneer in pharmaceutical export from Bangladesh.
1995	Converted into a Public Limited Company
1997	Initial Public Offering of shares of SQUARE Pharmaceuticals Ltd.
1998	Chemical Division of SQUARE Pharmaceuticals Ltd. starts production of Active Pharmaceutical Ingredients (API).
2001	Won the National Export trophy for exporting pharmaceuticals.
2004	The Agro-chemicals & Veterinary Products division of SQUARE Pharmaceuticals starts its operation.
2005	US FDA/UK MCA standard new pharmaceutical factory goes into operation built under the supervision of Bovis Lend Lease, UK.
2007	SQUARE enlisted as UNICEF's global supplier.
2009	New State-of-the-Art SQUARE Cephalosporins Ltd. goes into operation; built under the supervision of TELSTAR S.A. of Spain as per US FDA/ UK MHRA requirements.
2012	SQUARE Pharmaceuticals Ltd., Dhaka Unit gets the UK MHRA approval

2013	"Samson H Chowdhury Centre of Excellence" starts its journey.
2015	Received USFDA's approval.
2016	received MCC, South Africa and PIC/S approval. Won the HSBC Export Excellence Award. Won the ICMAB Best Corporate Award.
2017	Awarded National Export Trophy (Gold). Won the ICMAB Best Corporate Award. Received approval of ANDA of Valsartan for US market. Received GMP approval of manufacturing facilities from NPRA, Malaysia
2019	Won the "President's Award for Industrial Development" as a successful Enterprise in the category of Large Scale Industry.
2021	Received special recognition from the Large Taxpayer Unit (LTU) of the National Board of Revenue (NBR) as one of the Top Taxpayers in the Country. Received the Bangabandhu Sheikh Mujib Industrial Award 2020 in the category of the country's best largest industries.

2.4 Profile of Square Pharmaceuticals Ltd.

Corporate Headquarters	SQUARE CENTRE 48,Mohakhali Commercial Area Dhaka 1212,
Bangladesh Factory	Shalgaria, PabnaTown, Pabna.
Established	1958
Constitution	Public Ltd.Copany
Founder Chairman	Mr. Samson H Chowdhury
Present Chairman	Mr. Samuel S Chowdhury
Vice Chairman	Ratna Patra
Managing Director	Mr. Tapan Chowdhury
Director	Anjan Chowdhury

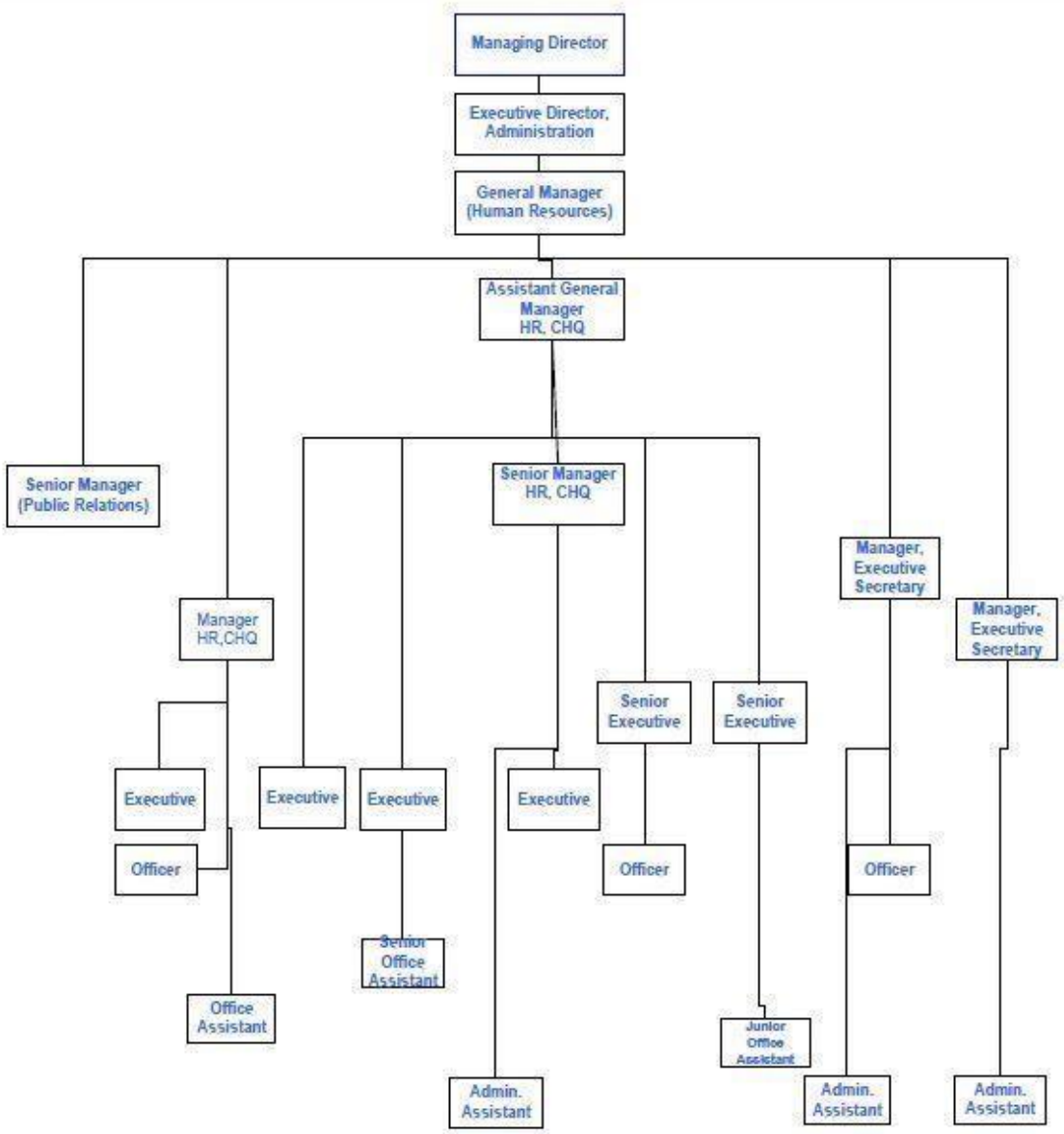
Details of Business :

1. Pharmaceuticals Products
2. Bulk Chemicals
3. Agro Vet Products

Manufacturing Units:

1. Pharmaceuticals Division
2. Agro Vet Division
3. Chemical Division

2.5 Organogram of the Organization



2.6 The Various SQUARE Concerns





























Aegis Services Ltd.



2.7 Founder Chairman's profile

Late Mr. Samson H Chowdhury was born on 25 September, 1925. After completing education in India he returned to East Pakistan and settled at Ataikula village in Pabna district where his father was working as a Medical Officer in an outdoor dispensary. In 1952, he started a small pharmacy in Ataikula village which is about160 km off capital Dhaka in the North West part of Bangladesh .Mr. Samson H Chowdhury then ventured into apartnership pharmaceutical company with three of his friends in 1958. When asked why t5he name SQUARE was chosen he remembers-"We named it SQUARE because it was started by four friends and also because it signifies accuracy and perfection meaning quality" as they committed to manufacturing quality products. His unfortunate demise occurred on 5th January, 2012.

2.8 Mission, Vision, & Goals

Mission

The Company's mission is "to produce and provide quality and innovative healthcare relief for people, maintain a stringent ethical standard in business operation also ensuring benefit to the shareholders, stakeholders and the societyat large."

Vision

The company views "business as a means to the material and social wellbeing of the investors, employees and societyat large, leading to accretion of wealth through financial and moral gains as a part of the process of human civilization."

Objectives

Their objectives are "to conduct transparent business operations within the legal & social framework with aims to attain the mission reflected by our vision."

Corporate Focus

To emphasize on the quality of product, process and services leading to growth of the company imbibed with good governance practices are the main corporate focus.

Business Slogan

Square Pharmaceuticals Limited always upholds the dictum: **"**Dedicated to advanced technology."

The Corporate Slogan

Square Group of industries has a common corporate Slogan which is: "Jibon Bachatey, Jibon Sajatey."

2.9 Square Quality Policy

- Ensure all activities through documented Quality Management System (QMS) complying International Standard requirements of ISO 9001 through continuously developing Human Resources by regular training and participation.

- SQUARE is committed to undertake appropriate review, evaluation and performance measurement ofprocesses, business activities and Quality Management System for continual improvement to ensure highest standard, customer satisfaction, developing human resources and company's growth.

- Businesses should support and respect the protection of internationally proclaimed human rights withintheir sphere of influence.
- Make sure that they are not complicit in human rights abuses.
- Business should uphold the freedom of association and the effective recognition of the right tocollective bargaining.
- The elimination of all forms of forced and compulsory labor.
- The effective abolition of child labor.
- Elimination discrimination in respect of employment and occupation.
- Business should support a precautionary approach to environmental challenges.
- Undertake initiatives to promote greater environmental responsibility.
- Encourage the development and diffusion of environmentally friendly technologies.
- Business should work against corruption in all its forms, including exportation and bribery.

2.10 Functions of the Organization

Ensure strict compliance with WHO GMP standards and local regulatory norms in every phase of sourcing & procuring quality materials, manufacturing, quality assurance and delivery of medicines. Ensure all activities through documented Quality Management System (QMS) complying International Standard requirements of ISO9001 through continuously developing Human Resources by regular training and participation. SPL is committedto undertake appropriate review, evaluation and performance measurement of processes, business activities and Quality Management System for continual improvement to ensure highest standard, customer satisfaction, developing human resources and company's growth.

2.11 Existing Program of the Organization

- Offers quality products at competitive price
- Offers more than 250 off-patent and on-patent molecules
- Offers facilities for contract manufacturing
- Provides assistance in product promotion and training in overseas markets

2.12 Present markets

SQUARE Pharmaceuticals is already supplying products to the following markets**:**

❖ **Asia:** Afghanistan, Bhutan, Cambodia, Macau, Malaysia, Myanmar, Nepal, Papua New Guinea,Sri Lanka, Tajikistan, Vietnam, Yemen

❖ **Africa:** Gambia, Ghana, Kenya, Libya, Mauritius, Niger, Somalia, Sudan, Tanzania

❖ **South America:** Belize, Costa Rica, Guatemala

❖ SQUARE Pharmaceuticals is also supplying to the UK further to the approval of its general plant by the MHRA.

2.13 Markets under exploration

❖ **Asia:** Hong Kong, Iran, Laos, Maldives, Philippines, Qatar, Saudi Arabia, Thailand, UAE

❖ **Africa:** Algeria, Chad, Comoros Island, Ethiopia, Malawi, Mozambique, Nigeria, Rwanda, Sierra Leone, SouthAfrica

❖ **Europe:** Germany, Kosovo, Romania, Russia, Ukraine

❖ **South America:** Brazil, Colombia, El Salvador

2.14 Future Program of the Organization

❖ Strengthen its position in the present markets.
❖ Work is in progress to enter into regulated markets in Europe and United States.
❖ Develop new products in competitive price.
❖ Use local resources for proper utilization.

2.15 Product

SQUARE has latest technologies for production of a wide varieties of dosage forms including Tablet, Sustained Release formulation, Capsule, Metered Dose Inhaler (MDI), Injectable, Syrup (liquid and dry), Suspension (liquid and dry), Pediatric Drops, Nasal & Ophthalmic formulations, Topical Gel/Ointment/Cream, and oral care formulations.
Current product mix of SQUARE Pharmaceuticals Ltd. comprised of products from the following types of DrugDelivery Systems:

❖ **Tablets**

1) Non-coated (Vaginal, Dispersible, Chewable, Plain)
2) Coated (Sugar coated, Film coated, Enteric coated)
3) Sustained released (coated/non-coated)

❖ **Capsules**

❖ **Injectable**

1) Vials containing dry powder for injections
2) Small volume parenteral

❖ **Liquids**

1) Oral (suspension, syrup, drops, and stomatologicals)
2) Topical solutions
3) Nasal drops

❖ **Dry powders**

1) Oral (for reconstitution to make suspension, syrup and drops)Topical

❖ **Semisolids (creams, ointments and gels)**

❖ **Solid suppository formulations**

❖ **Metered Dose Inhalers (MDIs)**

❖ **Dry Powder Inhalers (DPIs)**

❖ **Sterile Ophthalmic Formulations (drops)**

2.16 Departments

As the leading market share holder in its industry, the 2nd most profitable pharmaceuticals company, and one the best conglomerates in the country, SPL comprises various departments, some of them being “cross-functional” due

to operational requirements. The number of departments shows the complexity the SPL management has to gothrough to make the company work in sync. The departments are as follows:

- Sales Department
- Medical Services Department (MSD)
- Accounts & finance Department
- General Service Department (GSD)
- Information Technology (IT) Department
- International Marketing Department
- Marketing Supply Chain Management
- Technical Service Department (TSD)
- Distribution Department
- Human Resources
- Share & Corporate Affairs
- Supply Chain Management
- Quality Assurance
- Engineering
- Production
- Product Development & Validation
- Internal Audit
- Quality Management & Audit
- Market Research & Planning Cell

Chapter Three: Literature Review

3.1 Concept of Recruitment

Recruitment is a process of identifying and preparing potential candidates to fill the application form. It is an initial phase of the employment process. Recruitment inspires the potential candidates to fill the application form for employment. It is the process of bringing together those who are offering jobs and those who are seeking jobs. After estimating the need and requirement of human resource in an organization, the HR manager proceeds with the identification of sources of HR, which is termed as recruitment. A recruitment strategy starts with clearly understanding your company's values in order to best define and understand the employee behaviors you want to attract.

The process of recruitment:

1. Firstly it identifies the different sources of employee supply
2. To check their validity
- Selecting the most suitable source
1. Inviting the applications from the prospective candidate for the vacancy.

Recruitment may be defined as a process of bringing right people for the right position, at the right time to perform organizational activities in order to achieve the objectives. A recruitment strategy also clearly articulates a company's purpose or vision for the future. A well-executed recruitment strategy will also align employees with the specific behaviors that are encouraged in the company. It is concerned with identifying and attracting a pool of candidates to fill the organizational vacancies. Recruitment generates applications or applicants for specific positions to be filled in the organization. In other words, it is a process of finding and attracting capable applicants for employment. Recruitment is a positive process where a pool of prospective employees is created and management select the right person for the right job from this pool. It provides a base for the selection process. Hence, theoretically recruitment process ends with the receipt of applications. It is regarded as a positive process as it attracts a large number of qualified applicants who will take the job if it is offered.

It is concluded that recruitment is a process of searching for and securing applicants for the specific position to be filled. It specifies HR requirements through the generation of a pool of candidates for organizational vacancies. It identifies different sources of manpower. Recruitment process identifies the following:

1. Recruitment process identifies different sources of manpower supply,
2. Recruitment assesses their validity,
3. Recruitment process choose the most suitable source and
4. Recruitment process invites applications from prospective candidates.

Recruitment process begins after preparing HR planning and conducting the job analysis. Therefore, it keeps a relationship with other human resource activities.

3.2 Concept of Selection

Employee selection can range from a very simple process to a very complicated process depending on the firm hiring and the position. No organization can function efficiently without right number and kinds of people. Hence, selection function of employment process helps in obtaining the best and qualified manpower for a particular vacant position in the organization.

The purpose of the selection process is to pick up the most suitable candidate who would meet the requirements of the job in an organization best, to find out which job applicant will be successful if hired. Selection is one of the functions of employment, which begins as soon as the recruitment process ends.

Employee selection Process takes place in the following order-

- Preliminary Interviews- It is used to eliminate those candidates who do not meet the minimum eligibility criteria laid down by the organization.
- Application blanks- The candidates who clear the preliminary interview are required to fill application blank.
- Written Tests- Various written tests conducted during selection procedure are an aptitude test, intelligence test, reasoning test, personality test, etc.
- Employment Interviews- It is a one to one interaction between the interviewer and the potential candidate.
- Medical examination- Medical tests are conducted to ensure physical fitness of the potential employee.
- Appointment Letter- A reference check is made about the candidate selected and then finally he is appointed by giving a formal appointment letter.

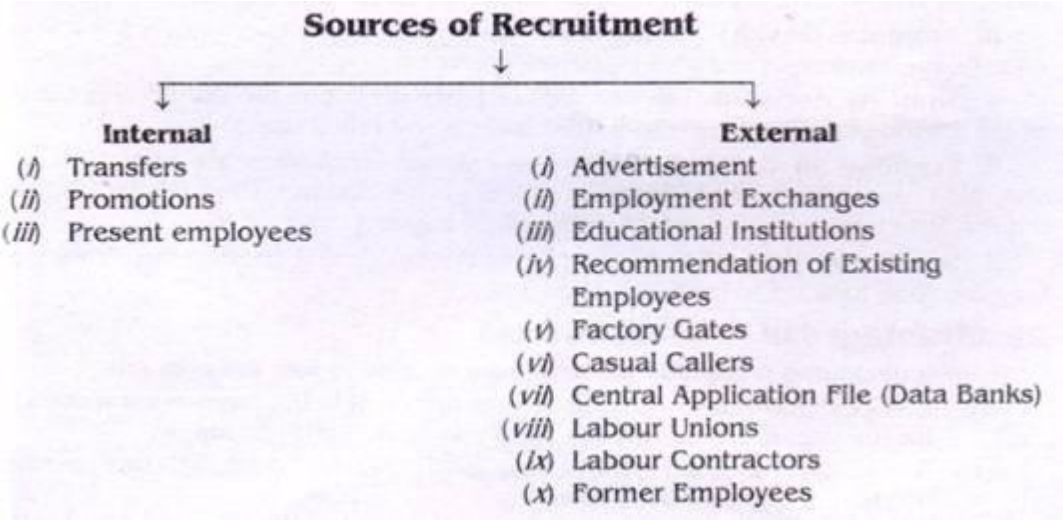
Selection is a process of choosing the most qualified and suitable candidate to fill organizational vacancies. It is the process of interviewing and evaluating the candidates for a specific job and selecting an individual for employment based on certain criteria (qualifications, skills, and Experience). The individual who is likely to succeed will be identified and hired to perform organizational activities. This process is known as selection. The process of selection provides an employment opportunity to the persons who possess the abilities and qualifications to perform a specific job. It also determines the characteristics required to perform the task in an organization. It starts with initial screening activities and terminates with the physical examination of applicants if required.

Therefore, selection can be defined as a process by which the candidates are screened for choosing the most qualified candidate in order to perform organizational activities.

3.3 Sources of Recruitment

The searching of suitable candidates and informing them about the openings in the enterprise is the most important aspect of recruitment process.

The candidates may be available inside or outside the organization. Basically, there are two sources of recruitment i.e., internal and external sources.



(A) Internal Sources

The Internal Sources Are Given Below:

1. Transfers:

Transfer involves shifting of persons from present jobs to other similar jobs. These do not involve any change in rank, responsibility or prestige. The numbers of persons do not increase with transfers.

2. Promotions:

Promotions refer to shifting of persons to positions carrying better prestige, higher responsibilities and more pay. The higher positions falling vacant may be filled up from within the organisation. A promotion does not increase the number of persons in the organisation.

A person going to get a higher position will vacate his present position. Promotion will motivate employees to improve their performance so that they can also get promotion.

3. Present Employees:

The present employees of a concern are informed about likely vacant positions. The employees recommend their relations or persons intimately known to them. Management is relieved of looking out prospective candidates.

The persons recommended by the employees may be generally suitable for the jobs because they know the requirements of various positions. The existing employees take full responsibility of those recommended by them and also ensure of their proper behavior and performance.

(B) External Sources:

All organizations have to use external sources for recruitment to higher positions when existing employees are not suitable. More persons are needed when expansions are undertaken.

The external sources are discussed below:

Methods of External Sources:

1. Advertisement

It is a method of recruitment frequently used for skilled workers, clerical and higher staff. Advertisement can be given in newspapers and professional journals. These advertisements attract applicants in large number of highly variable quality.

Preparing good advertisement is a specialized task. If a company wants to conceal its name, a 'blind advertisement' may be given asking the applicants to apply to Post Bag or Box Number or to some advertising agency.

2. Employment Exchanges:

Employment exchanges in India are run by the Government. For unskilled, semi-skilled, skilled, clerical posts etc., it is often used as a source of recruitment. In certain cases it has been made obligatory for the business concerns to notify their vacancies to the employment exchange. In the past, employers used to

turn to these agencies only as a last resort. The job-seekers and job-givers are brought into contact by the employment exchanges.

3. Schools, Colleges and Universities:

Direct recruitment from educational institutions for certain jobs (i.e. placement) which require technical or professional qualification has become a common practice. A close liaison between the company and educational institutions helps in getting suitable candidates. The students are spotted during the course of their studies. Junior level executives or managerial trainees may be recruited in this way.

4. Recommendation of Existing Employees:

The present employees know both the company and the candidate being recommended. Hence some companies encourage their existing employees to assist them in getting applications from persons who are known to them.

In certain cases rewards may also be given if candidates recommended by them are actually selected by the company. If recommendation leads to favoritism, it will impair the morale of employees.

5. Factory Gates:

Certain workers present themselves at the factory gate every day for employment. This method of recruitment is very popular in India for unskilled or semi-skilled labour. The desirable candidates are selected by the first line supervisors. The major disadvantage of this system is that the person selected may not be suitable for the vacancy.

6. Casual Callers:

Those personnel who casually come to the company for employment may also be considered for the vacant post. It is most economical method of recruitment. In the advanced countries, this method of recruitment is very popular.

7. Central Application File:

A file of past applicants who were not selected earlier may be maintained. In order to keep the file alive, applications in the files must be checked at periodical intervals.

8. Labor Unions:

In certain occupations like construction, hotels, maritime industry etc., (i.e., industries where there is instability of employment) all recruits usually come from unions. It is advantageous from the management point of view because it saves expenses of recruitment. However, in other industries, unions may be asked to recommend candidates either as a goodwill gesture or as a courtesy towards the union.

9. Labor Contractors:

This method of recruitment is still prevalent in India for hiring unskilled and semi-skilled workers in brick kiln industry. The contractors keep themselves in touch with the labor and bring the workers at the places where they are required. They get commission for the number of persons supplied by them.

10. Former Employees:

In case employees have been laid off or have left the factory at their own, they may be taken back if they are interested in joining the concern (provided their record is good).

11. Other Sources:

Apart from these major sources of external recruitment, there are certain other sources which are exploited by companies from time to time. These include special lectures delivered by recruiter in different institutions, though apparently these lectures do not pertain to recruitment directly.

Then there are video films which are sent to various concerns and institutions so as to show the history and development of the company. These films present the story of company to various audiences, thus creating interest in them.

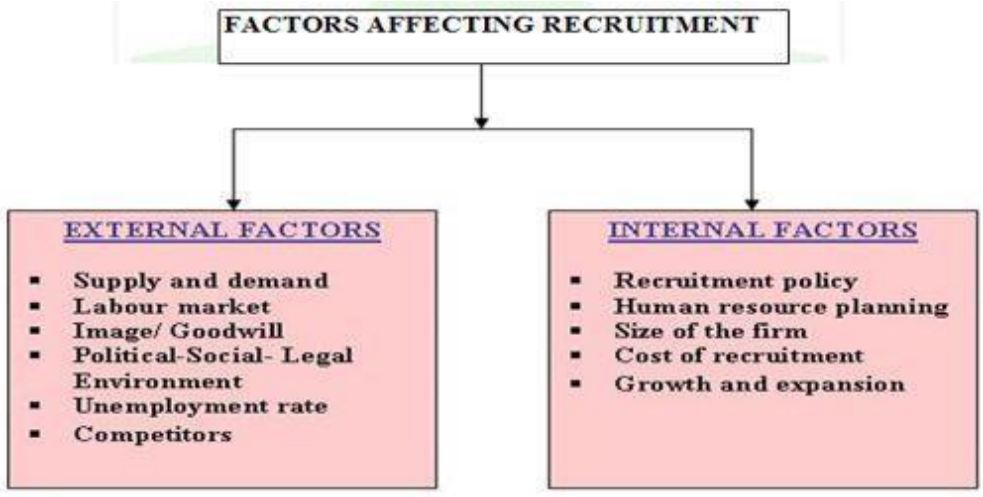
Various firms organize trade shows which attract many prospective employees. Many a time advertisement may be made for a special class of work force (say married ladies) who worked prior to their marriage.

These ladies can also prove to be very good source of work force. Similarly, there is the labor market consisting of physically handicapped. Visits to other companies also help in finding new sources of recruitment.

3.4 Factors of Recruitment

The recruitment function of the organizations is affected and governed by a mix of various internal and external forces. The internal forces or factors are the factors that can be controlled by the organization. And the external factors are those factors which cannot be controlled by the organization. The internal and external forces affecting recruitment function of an organization are:

Figure: Factors Affecting Recruitment



Internal Factors Affecting Recruitment

The internal forces which can be controlled by the organization are:

Recruitment Policy

The recruitment policy of an organization specifies the objectives of recruitment and provides a framework for implementation of recruitment program. It may involve organizational system to be developed for implementing recruitment program and procedure by filling up vacancies with best qualified people.

Factors affecting recruitment policy

- Organizational objectives
- Personnel policies of the organization and its competitors.
- Government policies on reservations.
- Preferred sources of recruitment.
- Need of the organization.
- Recruitment costs and financial implications.

External Factors Affecting Recruitment

The external forces are the forces which cannot be controlled by the organization. The major external forces are:

1. **Supply And Demand**

The availability of manpower both within and outside the organization is an important determinant in the recruitment process. If the company has a demand for more professionals and there is limited supply in the market for the professionals demanded by the company, then the company will have to depend upon internal sources by providing them special training and development programs.

2. Labor Market

Employment conditions in the community where the organization is located will influence the recruiting efforts of the organization. If there is surplus of manpower at the time of recruitment, even informal attempts at the time of recruiting like notice boards display of the requisition or announcement in the meeting etc will attract more than enough applicants.

3. Image / Goodwill

Image of the employer can work as a potential constraint for recruitment. An organization with positive image and goodwill as an employer finds it easier to attract and retain employees than an organization with negative image. Image of a company is based on what organization does and affected by industry. For example, finance was taken up by fresher MBA's when many finance companies were coming up.

4. Political-Social-legal Environment

Various government regulations prohibiting discrimination in hiring and employment have direct impact on recruitment practices. For example, Government of India has

introduced legislation for reservation in employment for scheduled castes, scheduled tribes, physically handicapped etc. Also, trade unions play important role in recruitment. This restricts management freedom to select those individuals who it believes would be the best performers. If the candidate can't meet criteria stipulated by the union but union regulations can restrict recruitment sources.

5. Unemployment Rate

One of the factors that influence the availability of applicants is the growth of the economy (whether economy is growing or not and its rate). When the company is not creating new jobs, there is often oversupply of qualified labor which in turn leads to unemployment.

6. Competitors

The recruitment policies of the competitors also affect the recruitment function of the organizations. To face the competition, many a times the organizations have to change their recruitment policies according to the policies being followed by the competitors.

3.5 Factors of Selection

Selection is arguably the most important aspect of HR and is critical to the continued success of your organization. So what do you need to be aware of when developing your selection process?

There are a number of factors which affect the outcomes of an organization's selection process, we've outlined seven that you should be aware of.

1. **The recruitment campaign**
   A recruitment campaign may attract or detract high quality candidates. This depends on a number of factors:

   a. If the campaign was targeted at the correct demographic for the position
   b. If the campaign was extensive and reached the correct demographic
   c. If the campaign had the right message

2. **The geographic location of candidates**

   The geographic location of candidates may affect the demographics of the candidate as if you are recruiting from a small and specific geographic location you may be limiting the diversity of the candidates and missing out on great talent.

3. **The literacy skills of the candidates**

As with geographic location, literacy skill varies across applicants. This will ultimately impact their suitability to the role. For example, an applicant pool largely consisting of candidates from NESB may have a significantly different mean literacy score to a group of native English speakers.

4. **The number of candidates applying for a position**

The more candidates that apply, means a larger pool of talent to search within. This then translates to a greater chance of identifying high quality candidates that are suitable for the role.

5. **The correct use of assessment**

It is critical that the correct assessment is used in order to identify the correct target group. If an assessment is not appropriate for a particular role, then there is a risk of them being rejected when in fact they had the correct skills for the position.

6. **Attractiveness of the position**

Some roles are more attractive than others. The more attractive the role, the more likelihood of attracting high quality candidates. This can include the type of responsibilities, the perks and the culture of the organization.

7. **The selection process itself**

the likelihood of identifying a quality candidate depends on the selection process used. If you follow the best practice method where candidates are assessed at the first selection round, and they receive regular feedback during the process, this can increase your chance to find the best candidate for the role.

By being aware of how these seven factors can either positively or negatively affect your selection process, you can ensure you receive high-quality candidates that will be suitable for the role and ensure continued success for your organization.

3.6 Importance of Recruitment and Selection

The process of recruitment and selection is very much important and must be based on the proper working as well for its success. The best recruitment process enhances the organizations improvement and operating facilities because better will be the employees better will be the reputation of the company according to the international standard of markets in business. The main source of the recruitment process is to hire the best talent, best person, best mind for the best and efficient working in an organization. Recruitment involves the process of proper searching of the employees for the organization. There are many methods includes the proper searching methods in term of searching for new employees for the

organizations. The process of searching must be good enough that many of the deserving candidates will approach your advertisement or job offer at a glance.
Most of the time if proper working on the searching process cannot be performed when it did not waste your time as well plus you will lose a better and efficient person for that post also because of poor advertisement of that post. The basic and main purpose of this process is to select the best person for the proper working in that organization. An organization sometimes faces a situation in which they have to cop up with the toughest situations and most complicated tasks to achieve in specified limited time. In that situation, such candidates are needed which can survive in those conditions with better efficiency of working in the organization. The selection process includes interviews sections and also the testing of some employees to check their abilities and qualification in terms of using any sensitive software's in the organization depends on the complexity of work. The better will be your selection process the better will be your organization's working efficiency as compared to other organization's employees. (simplehrguide.com)

3.7 Steps of Recruitment and Selection

The process of recruitment and selection begins with recruiting candidates and ends with selecting a candidate to hire, as you might expect from the name. Being thorough and following each step can lead to better hires and retention rates. You can start by considering these steps recruitment and selection process example.

Take a look at the steps of recruitment and selection:

1. Receive a job order
2. Source candidates
3. Screen applicants
4. Shortlist candidates
5. Interview candidates
6. Conduct testing

1. Receive a job order
When you receive a job order from your client, you can get the recruitment process rolling. A job order should include information about the position you're filling and a well-written job description.
The job description should tell potential applicants everything they need to know about the job, including:

- Job title
- Detailed description of the job
- Required and preferred qualifications
- Location
- Salary range

If the job description does not give enough information, or if it is not written in a way that could attract top talent, consider re-writing it.

To find applicable candidates, you need to understand the job order. Ask your client questions about the job order if you need more clarification.

2. Source candidates

Once you fully understand the open position, the next step of the recruitment and selection process is to source candidates.

There are many ways you can source passive candidates and active candidates. Active candidates are those actively looking for work while passive candidates are not. Successful recruiters are able to source both types of candidates.

You can source candidates using the following tools and sources of recruitment:

- Social media
- Online job boards
- Your recruiting database
- Referrals

Social media is a great tool for finding both active and passive candidates. You can post job descriptions on your social platforms.

Online job boards attract active candidates. And, some job board integration works with your recruiting software, so you can add applicant information directly into your database.

Your own **recruiting database** is a great resource for sourcing candidates. If you use recruiting software with an applicant tracking system, you have candidate information stored. You can reach out to candidates to let them know about the open position.

Many people can **refer** you to top talent. Talk to candidates you successfully placed. And, you can work with other recruiters in split placements by sharing job orders and candidates.

3. Screen applicants

Screening applicants is a vital step in the recruitment and selection process. This is where you can learn more about each applicant, which helps you narrow down your pool.

You can conduct telephone screenings and include a variety of pre-screening interview questions. During screenings, ask behavioral interview questions that allow you to learn more about the candidate's personality and how they would function in the open position.

Ask candidates about themselves, including their work history and career goals. Verify that they understand the job description and are qualified.

Phone interviews should last about 30 minutes. Though they won't be as long as a full interview, you can still learn enough to help you narrow down candidates. Create a candidate scorecard to rank candidates and keep track of their responses. Take notes so that you can compare candidates after you have talked with all of them.

4. Shortlist candidates

Recruitment shortlisting is the process of advancing a few candidates from your pool. Your shortlist of candidates should be around three people.

These are the candidates you want to invite for a face-to-face interview with your client. Your client does not have time for one-hour interviews with 20+ people.

Narrowing down your pool of candidates can be challenging because you don't want to advance the wrong candidates. Take the time to learn about each candidate's experiences, qualifications, and personality so you can be confident you shortlist the right people.

5. Interview candidates

After you have narrowed down your candidates, you need to pass along their information to your client. Then, your client will interview the candidates. Typically, you should be present during interviews to take notes, ask questions, and give your opinion afterward.

The face-to-face interview helps you and your client really get to know the candidates. You can study their body language and ask more behavioral interview questions. The interview process helps you and your client get a feel for the candidate's work ethic.

Again, use an interview scorecard to rank candidates and compare them later. Rank candidates on things like experience, education, and skills.

5. Conduct testing

To further test a candidate's skills, you and your client might consider conducting job-fit tests. A job-fit assessment test helps you and your client determine how the candidate would mesh with the company.

A job-fit test can take anywhere from 30 minutes to one hour. It asks a series of questions candidates must answer honestly.

You should also conduct background checks on each candidate. And, you need to check references to verify information and learn more about their character and work ethic.

7. Extend a job offer

The final stage of the selection process is actually selecting a candidate. Extend the job offer to the candidate your client wants to hire. The candidate might try to negotiate the salary your client offers. Talk with your client to see whether the requested salary is possible. If the candidate declines the job offer, you will either need to go back to the other top candidates or restart the recruitment and selection process.

Recruitment Steps

The process of recruitment consists of three Major Steps or phases -

a. **Before posting job advertisement**
b. **Selection process**
c. **Formalities after selection of the candidate.**

Here are the common steps of recruiting followed by the HRM department of various organizations:

1) Preparation- It is step in which the HRM department prepare a frame of ideal candidate for the vacant position. The skills and competencies required to perform the job are identified, also a qualification and level of experience required execute the job responsibilities is determined. Once the framework is ready, the HR identifies the proper communication channel through which the information about job vacancy can be conveyed to the suitable candidates.

2) Receive applications- Once the advertisement about the job vacancy is posted through internal and external source of recruitment, the HR department starts receiving the applications for the job opening. Most of the time the HR department confirms the candidate that their application is received by the organization and the further sorting process is going on. Many companies used application tracking system (ATS) which helps to automatically communicate with the applicant that their job application is received and is in process.

3) Selection stage 1: Cancel out unqualified applicants

Here the selection process begins- In this stage the application which are not suitable for the job are cancel out by the HRM department. The application can be weed out based on the un-matching qualification or experience of the candidate.

4) Selection stage 2: Arrangement of candidates

The applicants who are matching to the requirement of the job vacancy are then rated based on their on-paper experience and qualification. The ratings convey how well the applicant is fit of the vacant job profile. It is timeconsuming process and many times excel sheets are used to sort out the application and rank them based on theirsuitability to the job profile.

5) Selection stage 3: Interview rounds

The ranked and selected candidates can called for the interview round. There are several interview

rounds whichcan vary from 2-6 based on the selection process adopted by the organization. Mostly the HR round includes the background verification, personality check and behavioral suitability of the candidate. The manager interview round is often used to check the actual work suitability of the candidate.

6) Selection stage 4: Future work situation

This is considered as a last round of selection in which a simulated work exercise is given to the candidate. It includes the question or tasks related to the area of expertise of the candidate. It provides actual result about the ability of the candidate to perform as a future employee of the organization.

7) Offer and Joining formalities

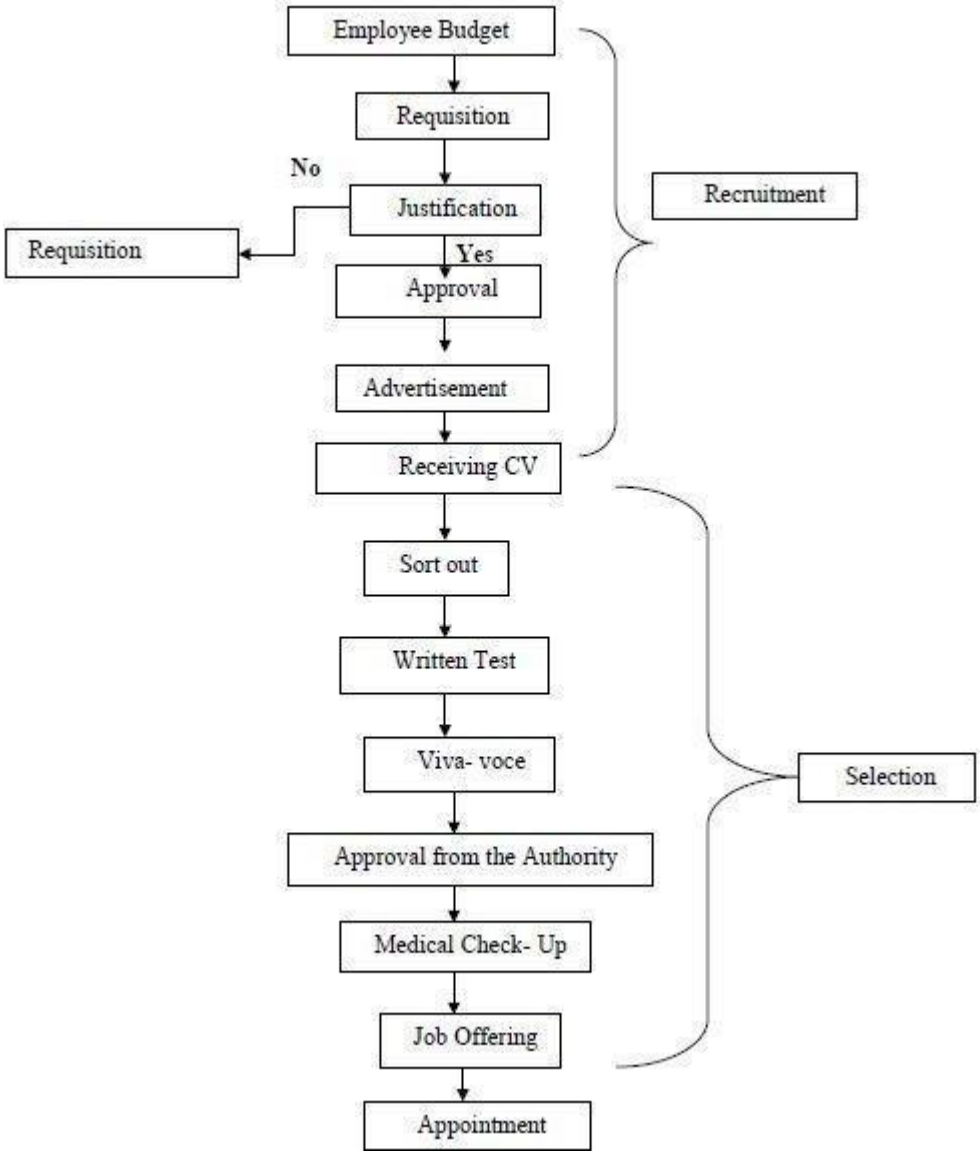
Generally, 2-3 top selected candidates get joining offer from the organization. The joining formalities include thesubmission of relevant papers and signing the work contract with the organization. After the documentation formalities the joining date of the employee is decided and a new recruit joins the organization.

Chapter Four: Analysis of the Study

4.1 Recruitment and Selection Process in SPL

The procedures of recruitment and selection process in SPL are generally driven by a desire to befair. However, there may in some cases need to be a better balance of fairness and operating a quick and effective process. Careful consideration of policies and procedures may identify unnecessarily bureaucratic practices. Each year SPL recruits above 100 numbers of Medical Promotion Officers (MPO); those are mainly chosen for field work. During my internship program I got the opportunity to take part in the recruitment and selection process for this post. From the beginning to end SPL follows a very systematic procedure which leads them to hire effective people. The below discussion is on the entire process of recruiting and selection processof SPL for the position of MPO.

4.2 Steps of Recruitment and Selection Process in SPL



1. Employee Budget

Every department prepares a budget for employees according to the requirements in their department. It may be at the beginning of the year or when vacancy is created or someone leaves one's job. SPL hires around 400 employees for MPO positions each year. The budget depends onthe number of manpower requisition. The project that I worked on was more than 1.5lac.

2. Requisition

After making an employee budget they give a requisition to HRD mentoring a specific number of employees they need. Moreover, job description, job specification and other requirements are mentioned here.

3. Justification

Given requisition is verified, justification and confirmed through analysis whether the requisition is logical or not, If the HRD thinks the requisition is reasonable it precedes the recruitment process otherwise they resend the requisition letter to the particular department to verify their need.

4. Approval

After getting the authenticity of the requisition, HRD gives a recommendation on it. The requisition must be approved by top management.

5. Advertisement

When the requisition is approved they give advertisements in different ways to attract the probable employees. The means they use to attract the employees are: Newspaper Job Sites Web- Sites Sending mail to the existing employees. Candidates get 10 days to apply for the post.

6. Receiving CV

From different means of media CVs are collected and piled up for initial screening.

7. Sort-out

From here the recruitment process ends and the selection process starts. Most of the candidates are rejected in the initial screening time because of inferior quality.

8. Written test

They arrange for a written (in 100) to get quality students from different private and public universities. Among those who get 50%, they are selected for an interview.

9. Viva-voce

After the written test every passed candidate gets a chance to take part in the viva-voce. The viva-voce conducts into two parts. First one is preliminary and the other is final.

10. Approval from authority

Overall processes as well as the candidates are approved by the Approval Authority.

11. Medical Check-up

Medical checkup is mandatory for candidates. They are checked from Square Hospital free of cost.

12. Job offering

Finally, the job is offered to the candidates and is introduced with the organization policies. Moreover, a negotiation occurred and asked the candidate whether he agreed with the terms andconditions of the organization and the offered salary. If so then is told to join as early as possible.

13. Appointment:

If the employee is physically fit and agrees with all the terms and conditions then the candidate is appointed finally.

4.3 HR Policies and Practices

- Human Resource Department

SQUARE, with its progressive business outlook, believes and practices corporate work culture with a classic blend of efficiency and equity. SQUARE believes in company growth by increasing the efficiency level of employees and for that offering an excellent environment and support for skill and knowledge up gradation. SQUARE values productivity as the spontaneous contribution of Human Resources. Strategic Human Resource Development Programs are the energy sources for SQUARE HR for running towards the zenith of success. Flowof clear and specific information and justification of queries play the vital role to ensure the market reputation of SQUARE as the most trusted and transparent company and it enriches the motivation level of HR who are the real contributors and owners of his/her own jobs. At SQUARE, HRD symbolizes the unique blending of professionalism as well as sharing the stress and success equally like a family where every member has deep concern, feelings and pride for their own company SQUARE.HR ensures the strong supporting role to develop & implement HR policy guidelines for ensuring uninterrupted operation and spontaneous participation to achieveorganizational objective as well as fulfillment of employee needs. HR is maintaining an effective way to deal with labor unions and still no unrest has been recorded as disputes. Personnel working here are taking care of SQUARE as it is their own family.

- The major functions implemented by this department are as follows:

a) Job evaluations and descriptions establishment
b) Recruitment and staffing policies and processes
c) Orientation and socializing new recruits and organizational members
d) Employee training and development facilitations and management
e) Employee performance management and evaluation
f) Compensation and benefits determination as per job evaluation
g) Talent retention strategies
h) Facilitating career development and enrichment of human resources
i) Maintaining and updating databases of manpower/personnel
j) Maintaining liaison and communication with the past. Present and potential employees
k) Going through capability and disciplinary procedures for further "actions" .With around 7500 employees, SQUARE Pharmaceuticals Ltd. also has to follow the above trends.

4.4 Specific Responsibilities

■ CV Sorting

In the process of selecting candidates starts with sorting out CVs. I have worked a lot in sorting out CVs initially, especially in the position of MPO selection, Surveyor selection, and Production Executive selection. There I was asked to give emphasis on the education qualifications, previous working experience and whether the candidate has done a relevant training program which will be appropriate for the given job responsibilities. After the initial screening has done I had to inputall the relevant information of the selected candidates in their database and create a CV summaryfor every candidates.

■ Organogram update by using VISIO software

SPL on a regular basis update their organization organogram by using Visio. While updating the organization's organogram I have learnt the use of Visio software and the procedure of updatingan organization's organ gram. Here I have put the individuals according to the hierarchy.

■ Invigilating the written test

I got a chance to take part as an invigilator in the written test of Production Executive (Quality Control). There were two shifts from 2pm to 3:30 and 3:40pm to 5:10pm. In each shift there were almost 35 candidates and I noticed that almost every selected employee for the written test took part in the exam which is definitely a sign of an appropriate recruitment process. Apart from this I have taken many Medical Promotion Officer (MPO) promotion tests.

■ Script evaluation

Through my internship program I have evaluated about 320 number of scripts for different positions. The evaluation process of Square Pharmaceuticals Ltd is very simple; they mostly prefer MCQ questions which are divided into three parts; Language Proficiency, Arithmetic andAnalytical Ability. Each question contains 1 marks and there is no negative marking for incorrect answer but double marking is considered as wrong answer.

■ Result Sheet preparation

I have also worked in preparing the result sheet both in terms of external selection and internal employee selection for promotions. Both structures of the result sheet are the same but the evaluation criteria are different. In the external employee selection the result sheet is prepared based on the average number of written tests and viva but on the other hand in the internal employee selection process for promotion along with the employee written test and viva organization also consider performance of employee both in training session and work performance.

■ Prepared slide on Corporate Social Responsibility of SPL

I have prepared PowerPoint slides on the Corporate Social Responsibilities of Square Pharmaceuticals Ltd which was presented in the orientation program organized for the new Executives.

■ Trainer profile creation

There are more than 50(changing constantly) internal trainers in the organization which is also the employee of SPL. I have worked in creating a trainer profile which includes the education qualifications, experience and special ability of the trainer.

■ SAP task for time management

The SAP ERP software is Enterprise Resource Planning software built by SAP Company (Systems, Applications and Products). This SAP ERP is financial management software mainly used by businesses to improve on productivity and general efficiency of the business. SAP is especially well-known for its Enterprise Resource Planning (ERP) and Data management Program. I have done SAP time management task which was linked with a XL file. I imported data from XL file and did the rest of functional task as per instruction.

■ Worked in SOP project

Standard Operation Procedure, it is a systematic recruitment and selection process. I was directly involved in a SOP project when the sales department sent a requisition for 2 Executives, First the department that needs employee will have to fill up a form and will mention the reason why internal recruitment is not possible. Then the GM Sales head of sales department approve it and then EDM will also have to approve it. Then HR will investigate everything and release a circularwhich must be in online, no hardcopy CV is accepted. Then interested applicants will drop their CV in online and an initial screening will be carried out. Above 600 applicants drop their CV andbased on Public and top 5 private universities and CGPA initial screening is conducted where only 60 or 70 applicants are selected and asked to sit for the written test. Based on written test 15to 20 applicants get call for interview and lastly two required candidates are selected.

4.5 Corporate Social Responsibility

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

Our Business Motivation is Being Good by Doing Well and to conduct transparent business operations based on market mechanism within the legal, ethical & social framework with aims to attain the mission reflected by our vision. We scale-up CSR activities to consider the interests of our external & internal stakeholders like customers, employees, vendors, shareholders, society, government etc. and ecological & ethical considerations in all aspectsof operations. SQUARE is one of the pioneer signatories of United Nations Global Compact (UNGC) in Bangladesh. UNGC principles are aligned with company's culture from the very outset.

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

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

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

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

Commitment towards Environment

Committed to support precautionary approach to environmental challenges & to promote greater environmentalresponsibility





Effluent Treatment Plant (ETP) in manufacturing plants



Maintaining Biodiversity

Awarded the Asia Responsible Entrepreneurship Awards 2014-South Asia.

Square Herbal & Nutraceuticals Ltd. (SHNL) has been awarded the "Asia Responsible Entrepreneurship Awards 2014-South Asia" under the category of 'Social Empowerment Award'. The Asia Responsible Entrepreneurship Awards is a regional recognition Award organized by Enterprise Asia to honor companies for outstanding, innovativeand world-class products, services, projects and programs. These programs demonstrate the Enterprise's leadership, sincerity and on-

going commitment in incorporating responsible and ethical values, legal compliance, concerns for health issues, respect for people and individuals, involvement in communities and protection of the environment intothe way they run their Enterprise. SHNL has won the Social Empowerment Award after competing with all Asian countries for recognizing the impact of running the business to the environment and seeks to reduce and reverse the impact by Green Product Designs especially for' Basak cultivation'. SHNL'S business model was "Increasing family solvency and self-employment of poor marginal farmers (especially women) by using homestead or unutilized land through cultivation of Basak plant." It impacts in environment and increases social values and integrity through plantation of medicinal herbs.

Sabazpur Tea Company Ltd. has been received "Organic Certificate (EU & NOP)" from Lacon GmbH Germany.This is the first time green tea (along with black tea) has been incorporated & certified as well in the certification.

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Support to Employee

Professional development opportunity

Regular training to all level of employees to increase the knowledge & skill level

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Ensuring safe, healthy & employee-friendly workplace

Transportation facility



Loan facility

"Shohoj Kisti Reen Prokalpa" under which all unionized employees can take loan to purchase necessary home appliances at small service charge and this fund is operated and managed by a committee of workers' representatives.

Fitness Center



In a fast-paced life now a days professionals are very keen to keep themselves fit through workouts. Getting regular physical activity is one of the best things a person can do for his/her health that significantly lowers therisk of multiple health disease, increase stamina, reduce stress and improve physical & mental health. To encourage such habit to our colleagues SQUARE has introduced a fitness center inside the Kaliakoir unit facility where our management staff can go exercise to be both physically and mentally fit.

Recreational facility for employees



SQUARE Pharmaceuticals Ltd. has introduced a pool table in our residential facility December 18, 2017 which is one of the many recreational facilities for our employees living in our residential building. This initiative provided a great opportunity for pool enthusiast and bachelors to learn this sophisticated game so thatgreat players can be generated through this table.

Advancing research development program

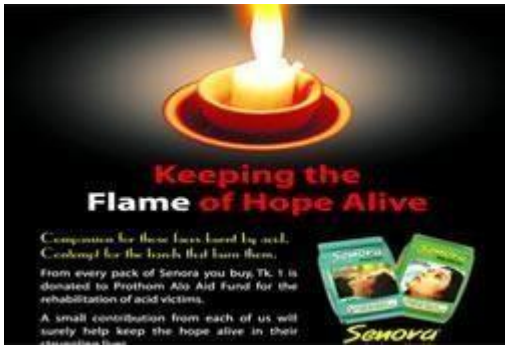
Partner in the research study for preventing "Post Partum Hemorrhage (PPH)", primary reason for maternal death in Bangladesh with ICDDR,B and Obstetrical & Gynecological Society of Bangladesh (OGSB).

Women Empowerment

Housing & Transportation Facility for Female Employees for empowering & encouraging them to do thejob

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- 
- 
- 

Fund raising program with Acid Survivors Foundation. With this fund SQUARE conducts awarenessprogram and stand along with these Acid survivors

- 

Awareness against cervical cancer

- 

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

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

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



Square Toiletries Ltd. educated 1.5 million girls regarding adolescent health & hygiene

- 

Ensuring a healthy future for 3.3 million babies



- 

Ensuring a healthy future for 1.6 million girls





Radhuni Kirtimoti Shommanona 2015



3500 JITA women are empowered as they are able to have their own source of income



In disaster management

Fighting against Pandemic CORONAVIRUS

To fight against pandemic CORONAVIRUS disease, in order to curb down the no. of infected doctors & nurses in Bangladesh, SQUARE Pharmaceuticals ltd. extended its hand of co-operation by providing Personal Protective Equipment through Directorate General of Drug Administration under the Ministry of Health & Family Welfare and Essential Medicines through Directorate General of Medicine Service under the Ministry of Defense, Government of the People's Republic of Bangladesh.

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Chapter Five: Findings

5.1 Findings

The findings of the recruitment and selection process of SPL are briefly stated below: -

- ➢ Even though theoretically they follow each step of Recruitment and Selection process ; practically the case differs in the section of timeline.
- ➢ SQUARE Pharmaceuticals Ltd. Does not follow the Manpower Hiring timeline as per the theoretical timeline.
- ➢ SQUARE Pharmaceuticals Ltd. Is losing majority of the potential and forthcoming candidates due to lengthy process.
- ➢ Low caliber candidates receiving priority due to lack of prospective contenders' availability.
- ➢ SPL recruits post graduates besides graduates for the MPO post. However, SPL should emphasize on this regard as this recruitment criterion might discourage potential fresh graduates to apply for the post and thus SPL might fail to attract talented candidates.
- ➢ SPL considers the outlook of the candidates and the reason behind considering the outlook on the reference
  of some officials is that, the MPOs are the representative of the organization and directly affect the imageof the company.

Chapter Six: Recommendation, Conclusion and Reference

6.1 Recommendations

SPL has extremely wonderful and systematic working techniques. To recommend SPL is quite a difficult thing for me as an intern. The new changing HR professionals carry with them new responsibilities and confrontations. But all things around us are changing at an accelerating rate. Given the fast changing, dynamic global economy and the increasing pressure of globalization, liberalization, consolidation and disintermediation, it is essential that SQUARE Pharmaceuticals has robust recruiting and selection policies and procedures that are sensitive to these changes. I have found some points to be noticed in the Recruitment and Selection section for betterment of SPL.

1. To make the recruitment and selection process more effective, top management as well as executives should be aware about the length of time consumed for the total hiring process.

2. Top management should respond promptly about their final selection decision to the HR team.

3. Top management should make the total recruitment and selection procedure easier and faster to overcome all the drawbacks of the present hiring procedure and to ensure that managers cut down unnecessary bureaucratic rules and processes.

4. SPL should be very careful about Recruitment and selection process, so that the turnover rate is reduced compared to previous years as SPL is facing problems with the huge turnover rate in the field force.

5. The key to reducing bureaucracy for managers is to ensure that they are properly trained and fully understandthe implication of the legal framework; the aims of the authority and good practice in recruitment and selection process.

6. HR often faces difficulties to accommodate trainees as there is not enough room to conduct training sessions.Therefore, HR should ensure a number of new training rooms to conduct training smoothly.

7. SQUARE should hire more employees in HR as they often face problems dealing with huge field force.

8. Reference and lobbying system should be rooted out.

6.2 Conclusion

Square Pharmaceuticals Ltd. represents an organization that thrives for continuous learning and organizational development. For them, organizational development includes a creation of a strongly-bonded culture; maintaining discipline; continuously adapting to changes resulting from both internal and external environments; developinghuman resources through ongoing development and evaluation initiatives; and completing tasks and goals within a given time frame. SPL continually focuses on corporate social responsibility and adapting to changes will automatically lead to a successful company. Thus, developing a strong HR department for organization development is becoming an important aspect for the company. The primary objective of this report was to analyze and understand the effectiveness of the recruitment and selection process of SQUARE Pharmaceuticals Ltd. As the research showed, the company is continually applying development initiatives to enhance its recruitment and selection procedures to ensure the right people in the right place. From my experience I have observed that SPL tries to maintain their recruitment & selection process in a very systematic and fully planned way. In many organizations it is a common practice where in case of recruitment decisions are influenced by many unexpected powerful authorities which leads to an inappropriate employee selection. However, SPL being a reputed organization with such a high profile hardly goes out of their principles and thus SPL can proudly declare that the recruitment process is appropriate and free from any sort of unfair activities.

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