



Internship Report On

“Recruitment & Selection Process of Pharmaceutical Companies in Bangladesh:

A Study on Sanofi Bangladesh Limited”

Supervised By:

Amir Hussien

Assistant Professor

Department of Business Administration
Sonargaon University

Submitted By:

Md. Imran Hossain

ID# MBA2001019002

Semester : Spring-2021

Major : HRM

Department of Business Administration
Sonargaon University

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Letter of transmittal

May 05, 2021

Amir Hussen

Assistant Professor

Department of Business Administration

Sonargaon University

Subject: Submission of internship report on the topic: “Recruitment & Selection Process of Sanofi Bangladesh Limited”

Dear Mam,

As a part of the internship program, I have prepared this report on the “**Recruitment & Selection Process of Sanofi Bangladesh Limited**”. The report contains a detailed study and analysis of the Recruitment & Selection process of Sanofi Bangladesh Limited.

I have tried my best to utilize the opportunity of working as an internee in an established pharmaceutical company like Sanofi Bangladesh Limited. This report is based on information acquired from the Human Resource Management Dept. and Marketing Dept. of the company. I have maintained the internship learning as per the instructions.

I enjoyed preparing this report because it provided me with an opportunity to increase my understanding of the real life recruitment and selection process at a pharmaceutical company. I thank you for such an opportunity. I will be available for any clarification at your convenience.

Sincerely

Md. Imran Hossain

ID# MBA2001019002

Semester : Spring-2021

Major : HRM

Department of Business Administration

Sonargaon University

Student Declaration

I have declare that the report of term paper namely “**Recruitment & Selection Process of Sanofi Bangladesh Limited**” by me after the completing inspection with Sanofi Bangladesh Ltd. and a comprehensive study of the existing activities of Sanofi Bangladesh Ltd. and its implementation.

I also declare that this paper is my original worked and prepared for academic purpose which is a part of MBA and report may not be used in actual market scenario.

Md. Imran Hossain
ID# MBA2001019002
Semester : Spring-2021
Major : HRM
Department of Business Administration
Sonargaon University

Supervisor's Declaration

I here declare that the concerned report entitled “**Recruitment & Selection Process of Sanofi Bangladesh Limited**” Approach and its advertising policies analysis is an original work by Md. Imran Hossain, a student of MBA, Department of HRM, Sonargaon University, has completed her term paper under my supervision and submitted the partial fulfillment of the requirement of the graduation of Business Administration of Dhaka City College.

Amir Hussen
Assistant Professor
Department of Business Administration
Sonargaon University

Acknowledgement

First of all I must thank **Amir Hussen**, Assistant Professor, Sonargaon University, for her guidance while preparing this report. I am so thankful to her that allow me to do Intern report on both Human Resource Management based topic as I did my internship in Recruitment & Selection Process of Pharmaceutical Companies in Bangladesh. while my major is Human Resource Management. She helped me determine the objective of the report and guided me through to get to the end. She made me grateful with her valuable suggestions from time to time during my internship. I can never forget her valuable guidance and her utmost friendly and sincere attention toward me.

The next person to acknowledge will surely be my supervisor at Sanofi Bangladesh Limited: **Mr. Sanchay Basak**, Sr. Product Manager Sanofi Pasteur, Sanofi Bangladesh Limited. He has been a great support from the choice of the topic; learning of different part of the study and understanding the difference between theory and practice also help me to learn different function of Sanofi Pasteur.

I will also like to thank **Mr. Syed A B Tahmeed**, Director Sanofi Pasteur, Sanofi Bangladesh Limited. His guidance was extremely valuable for me while working at Sanofi Bangladesh Limited.

Special thank goes to **Ms. Sheifta Anwar**, Director HR, Sanofi Bangladesh Limited for providing me every kind of support related to my study.

I really should thank every other employee of Sanofi Bangladesh Limited, whom I interacted with during different phases of my internship. All of them have been very open and friendly with me and provided me with the answers I needed from them.

Lastly I would like to thank my colleagues working in Sanofi Bangladesh Limited for providing me with valuable information concerning my intern report.

Executive Summary

The main concern of the study will be about finding out the area of Sanofi, in which a process of redesigning of recruitment is needed in order to ensure overall organizational transparency and a best practice of hiring eligible employee panel. This would definitely be compliant with the structural recruitment and selection process. Proper findings of this study should be able to find out the bottle necks of the recruitment process and proper implication of recommended strategies can result in various dynamic developments like: improve branding in job market, better talent attraction, extensive office automation and overall total quality management in terms of recruitment and selection process.

This study will facilitate not only the company itself but also the business sector and the faculty of business administration in multidimensional ways. This study and its findings will be able to compare and contrast the ideology of recruitment process with the actual scenario and by matching the positive and normative models in details; it will be able to show the gaps clearly. After findings out the gaps, it will be easy to develop a recommended recruitment process structure or model and that can certainly be considered as a useful new tool for both the business sector and faculty of business administration and will also add to any individual's personal insight about overall recruitment and selection process.

It's an important task for all companies to recruit executives for various positions and they choose many ways for accomplishing it. Headhunting, as it's informally called, is not that easy because mistakes made any would spoil the company's reputation and progress. Also, searching for candidates who perfectly fit the job requirements takes a lot of time and in times some stressful situations for the employers. There are many reasons for choosing Sanofi because their recruiting level is high. Employers get a number of benefits which they don't get if they recruit candidates on their own.

In this competitive business market, the overall productivity and development of companies rely on the skills of high level executives. SANofi do a great job by recruiting candidates who possess the needed skills and qualification matching the companies' recruitment. They benefit both job candidates and employers equally in the sense that they find right suitable jobs for the candidates and the efficient individuals for employers.

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1. Introduction

Human Resource plays the vital role to get maximum contribution from its workforce. It is the nerve center of the company as it is to deal with man who is the vital and most sensitive factor in any organization. Without the support of human beings machine remain idle, raw materials lie stacked and money gets tied up. To get the best output the potential individual has to be recruited.

Pharmaceutical sector is one of the most thriving sectors in Bangladesh. The 1982 drug ordinance directed the whole industry in such a favorable direction that in the recent years Bangladesh is almost self sufficient in producing medicine. The local drug manufacturers flourished in the last three decades, displacing the multinational pharmaceutical companies form the leading position in the market. The multinational companies are fighting back with a better value proposition and continuing to offer new products. Even though the competition is fierce, the consumers are being benefitted by theses healthy competition among the local and global companies.

Being one of the leading multinational pharmaceutical companies operating in Bangladesh, Sanofi Bangladesh Limited is exerting its best effort to become one of the top 5 companies in the country. The company is making new launching of originator products and also generic products to stay in line with the market dynamics. This report is the study of Recruitment & Selection process of Sanofi Bangladesh Limited.

1.1 Origin of the report

This report was prepared as an internship report to fulfill the program completion requirement of the MBA Program at United International University. The report was completed on the proposed topic “Recruitment & Selection Process of Pharmaceutical Companies in Bangladesh: A Study on Sanofi Bangladesh Limited”

The intention was to gain some real world experience by working in a practical environment. The internship supervisor was **Sanchay Basak**, Sr. Product Manager of Sanofi Pasteur, Sanofi Bangladesh Limited and the faculty advisor was **Amir Hussien**, Assistant Professor, Sonargaon University.

1.2 Objectives of the Study:

General objective:

- To fulfill the requirement for completion of the Bachelor of Business Administration in Human Resources Management.
- To analyze and evaluate the present recruitment & Selection process of Sanofi Bangladesh Limited.

Specific objectives:

- To identify the problem areas which influence the recruitment & selection process.
- To determine the acceptability and reliability of the recruitment system.
- To find out the causes of turnover.
- To recommend and suggest in improving the existing recruitment process.
- To relate the theoretical knowledge of HRM with practical experience.

1.3 Methodology of the study:

The methodology that has been adopted in the study is basing on mainly primary data as well as secondary data.

1.4 Collection of Data:

Sources of Data	Techniques
Primary	Open discussion, talking with different employee for collecting information for report
Secondary	Reports & publication, training records, job descriptions & Job evaluation.

1.5 Scope of the study:

The report deals with the recruitment and selection process in terms of theoretical point of view and the practical use. The study will allow learning about the recruitment and selection issues, importance, modern techniques and models used to make it more efficient. The study will help to learn the practical procedures followed by the leading organizations. Moreover the study will help to differentiate between the practice and the theories that direct to realize how the organization can improve their recruitment and selection process.

1.6 Limitations of the study:

- Time allocation to complete the whole study is too limited.
- Unavailability of relevant records and information in the organization is a major constrains.
- Unintentional non-cooperation of the target group/respondents in providing necessary information, as they were busy is also a remarkable limitation of the study.
- Some of the respondents were afraid of in providing confidential information and some of them showed less interest on such assignment and in a few of the target group willingly avoided of providing information.
- This report is purely based on collected information from HR Dept as I did my internship in Marketing Dept.

2. History of Human Resource Management

Human resource management has changed in name various times throughout history. The name change was mainly due to the change in social and economic activities throughout history.

2.1 Different phrases of History of Human Resource Management:

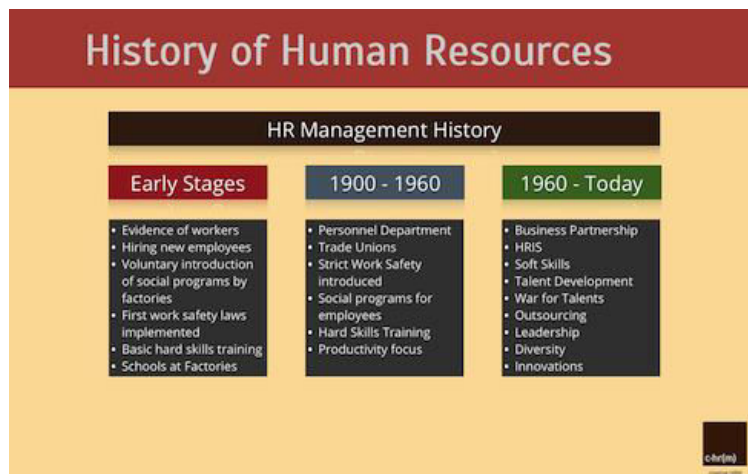


Figure: History of HRM

a) Industrial Welfare

Industrial welfare was the first form of human resource management (HRM). In 1833 the factories act stated that there should be male factory inspectors. In 1878 legislation was passed to regulate the hours of work for children and women by having a 60 hour week. During this time trade unions started to be formed. In 1868 the 1st trade union conference was held. This was the start of collective bargaining. In 1913 the number of industrial welfare workers had grown so a conference organized by Seebohm Rowntree was held. The welfare workers association was formed later changed to Chartered Institute of Personnel and Development.

b) Recruitment and Selection

It all started when Mary Wood was asked to start engaging girls during the 1st world war. In the 1st world war personnel development increased due to government initiatives to encourage the best use of people. In 1916 it became compulsory to have a welfare worker in explosive factories and was encouraged in munitions factories. A lot of work was done in this field by the army forces. The armed forces focused on how to test abilities and IQ along with

other research in human factors at work. In 1921 the national institute of psychologists established and published results of studies on selection tests, interviewing techniques and training methods.

c) Acquisition of other Personnel Activities

During the 2nd world war the focus was on recruitment and selection and later on training; improving morale and motivation; discipline; health and safety; joint consultation and wage policies. This meant that a personnel department had to be established with trained staff.

d) Industrial Relations

Consultation between management and the workforce spread during the war. This meant that personnel departments became responsible for its organization and administration. Health and safety and the need for specialists became the focus. The need for specialists to deal with industrial relations was recognized so that the personnel manager became as spokesman for the organization when discussions were held with trade unions/shop stewards. In the 1970's industrial relations was very important. The heated climate during this period reinforced the importance of a specialist role in industrial relations negotiation. The personnel manager had the authority to negotiate deals about pay and other collective issues.

e) Legislation

In the 1970's employment legislation increased and the personnel function took the role of the specialist advisor ensuring that managers do not violate the law and that cases did not end up in industrial tribunals.

In the 1990's a major trend emerged where employers were seeking increasing flexible arrangements in the hours worked by employees due to an increase in number of part-time and temporary contracts and the invention of distance working. The workforce and patterns of work are becoming diverse in which traditional recruitment practices are useless. In the year 2000, growth in the use of internet meant a move to a 24/7 society. This created new jobs in e-commerce while jobs were lost in traditional areas like shops. This meant an increased potential for employees to work from home. Organizations need to think strategically about the issues these developments raise. HRM manager's role will change as changes occur.

Information Technology some systems where IT helps HRM are: Systems for e-recruitment; On-line short-listing of applicants; Developing training strategies on-line; Psychometric training; Payroll systems; Employment data; Recruitment administration; References; Pre-employment checks. IT helps HR managers offload routine tasks which will give them more time in solving complex tasks. IT also ensures that a greater amount of information is available to make decisions.

2.2 Functions of HRM

Human Resource Management (HRM) is all about balancing the organization's people and processes to best achieve the goals and the strategies of the organization, as well as the goals and the needs of employees. The main role an HR manager has to fulfill is integrating business operations and strategies across a wide array of culture, products, and ideas, while effectively delegating work among human resource specialists and line management.

Apart from being concerned with local issues of employees, HR must also consider these five basic functions and effects of workforce diversity, legal restriction, performance management, training and professional development of the organization.



Figure: Function of HR

a) Recruitment

A great deal of attention and resources is required to attract, hire and retain an experienced, committed and well-motivated workforce. This is perhaps one of the most basic HR functions. There are several elements to this task such as developing a job description, advertising the job postings, screening applicants, conducting interviews, making offers and

negotiating salaries and benefits. Companies that value their people put a serious amount of investment in recruiting and staffing services. As the right set of talented employees can not only raise the companies profile but also help it achieve profitability and keep it running effectively and successfully.

b) Training and Development

The HR department is responsible for providing on-the-job as well as refresher training for all employees (newly hired and existing) alike. This is the second most important function and lack of training opportunities only increases frustration levels among employees. So, training systems must be streamlined across all locations in order to make communication and sharing of resources a convenient task. Measurement and monitoring is another vital aspect of training in order to foster adoption of their new skills.

c) Professional Development

Effective HR departments allow and encourage the employees with opportunities for growth, leadership training and education, which in turn contribute to the success of the company. Sponsoring for career advancement seminars, training, corporate social responsibilities and trade shows will make employees feel important and cared for by the team and organization.

d) Benefits and Compensation

A company is more likely to be successful, if it adapts new ways of providing benefits to employees. Some non-traditional benefits that can attract and retain new skilled employees are:

- Flexible working hours or workdays,
- Extended vacation time,
- Paternity leave or childcare
- Medical/dental insurance,
- Corporate gym membership discounts
- Continuing education/skills development
- Award & recognition programs

e) **Ensuring Legal Compliance**

Compliance with labor, tax and employment laws is a vital part of safeguarding the organization's continued existence. HR has to be aware of all the mandate laws and policies regarding employment practices, working conditions, tax allowances, required working hours, overtime, break times, minimum wage, and discrimination policies as noncompliance can affect productivity and ultimately, profitability of the company.

Recruitment & Selection Process

(Selected topic of HRM)

2.3 Recruitment:

Recruitment can be defined as searching for and obtaining a pool of potential candidates with the desired knowledge, skills and experience to allow an organization to select the most appropriate people to fill job vacancies against defined position descriptions and specifications.

The purpose of the recruitment process is to find the widest pool of applicants to provide the greatest opportunity to select the best people for the required roles in an organisation.

Acquiring the best applicants for a role can be a competitive advantage for an organisation whereas ineffective recruitment and selection can result in enormous disruption, reduced productivity, interpersonal difficulties and interruptions to operations, customer service and long term costs.

2.4 Selection:

Once a pool of candidates has been identified through the recruitment process the most appropriate candidate, or candidates are identified through a selection process including but not limited to interviewing, reference checking and testing. The purpose of the selection process is to ensure that the best person or people are appointed to the role or roles using effective, fair and equitable assessment activities.

2.5 Step in Recruitment Process:

In order to increase efficiency in hiring and retention and to ensure consistency and compliance in the recruitment and selection process, it is recommended the following steps be details for each step include the minimum recommended best practice to attract a talented and diverse applicant pool:

- ✓ Step 1: clarify the need and the opportunity by determining the three key aspects of the role. These are the immediate and long-term business objectives of the role and the culture of the organization; the traits, knowledge, and experience necessary to meet these objectives; and the personal and financial rewards that come from achieving the objectives. By clarifying need, able to create the profile of the successful candidate and define the opportunity available to the new hire.
- ✓ Step 2: Reach out using a variety of networking techniques to create a list of prospective candidates. It has never been easier to reach out. Internet job posting, social media, print employment ads, employee referrals, professional recruiters, resume banks, university contacts, and government programs are all resources you can use to create a pool of prospects.
- ✓ Step 3: once prospects, share the opportunity with them, and not just the job requirements. Share the challenges involved, the way that this position contributes to the organization's goals, and the rewards for being successful in the role.
- ✓ Step 4: Screen interested prospects in depth to see if a cultural fit and a person who has a track record of achievement using the skills you desire in a function that shows they can achieve the objectives of the position.
- ✓ Step 5: Determine with the candidate whether accepting this opportunity would improve their life and if this is the right time and place for the change. Look for candidates who will improve their lives by accepting the role and who possess a passion to accept the challenges and core functions of the job.
- ✓ Step 6: Have an informative, efficient, timely, and thorough interview process. Make certain all decision makers are in agreement on the criteria for the candidate. Have them explain the good and bad parts of the position, along with the rewards of experiencing success in the role. Use situation-based questions to determine the person's skill level and thought process. Make certain you have a fit. Use reference checks to address areas of concern and ways to coach for success.

- ✓ Step 7: Make an offer they can't refuse. This doesn't mean you overspend on the hire. Make a complete offer that addresses relocation, training, benefits, advancement opportunities, job title, work week, flexibility of the role, and of course, compensation. If the role has the flexibility, advancement, challenge, good commute, and culture the candidate desires, the money simply needs to be enough to keep their present employer from matching it with a counter-offer. Remember to have a process in place to get the new hire on-board and productive quickly. Have multiple people involved and one person directly responsible for this. By using this process, you should be able to hire the person who fits the role and will enjoy the challenge and functions of the job for a long time.

2.6 Steps in Selection Process:

- ✓ Step 1: Understand Employment Laws that affect the selection process.
- ✓ Step 2: Prepare (new position) or review (existing position that has changed) The Position Description or Job Description Questionnaire (JDQ). This step is critical, as it lays the foundation for the following steps.
- ✓ Step 3: Prepare the Vacancy Announcement or job posting in PeopleSoft Recruiting Solutions, utilizing the position description or JDQ.
- ✓ Step 4: Prepare questions and scoring criteria for The Interview. It is important to ensure the questions and scoring criteria are based on the position description or JDQ. Also, predetermine the number of candidates to be interviewed.
- ✓ Step 5: Screen applications and select the top scoring applicants for interview, based on the predetermined number of applicants to interview.
- ✓ Step 6: Conduct the interviews based on established criteria in Step 4 above.
- ✓ Step 7: Make your Selection Decision, conduct Reference Checking on your chosen candidate, then make an offer or conditional offer of employment. Be aware of any candidate receiving Veterans' Preference.
- ✓ Step 8: Employee Orientation.
- ✓ Step 9: Probationary Period.

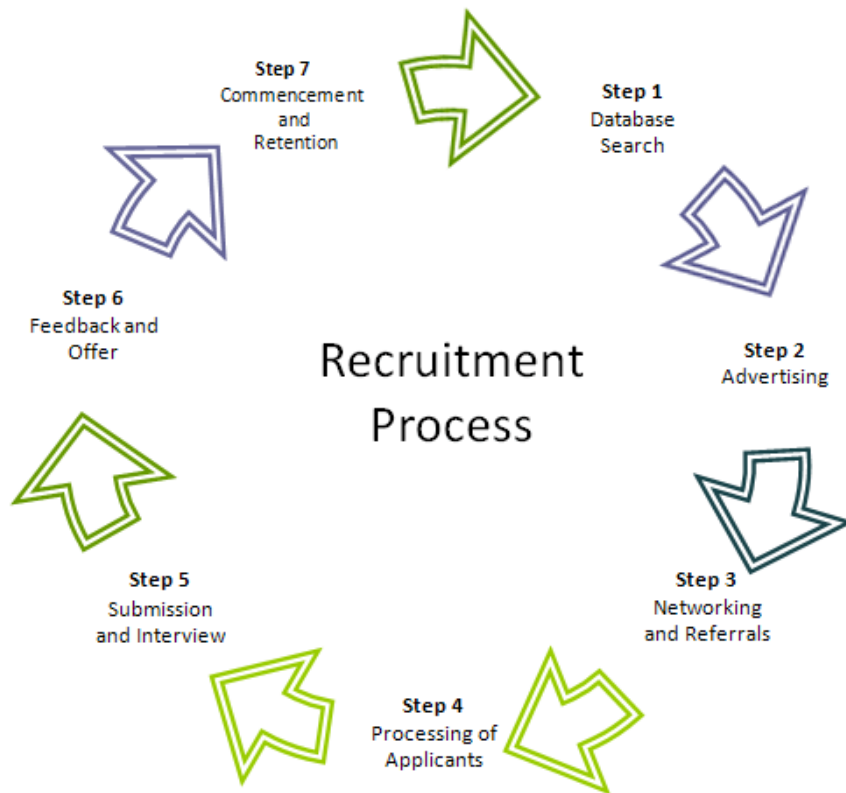
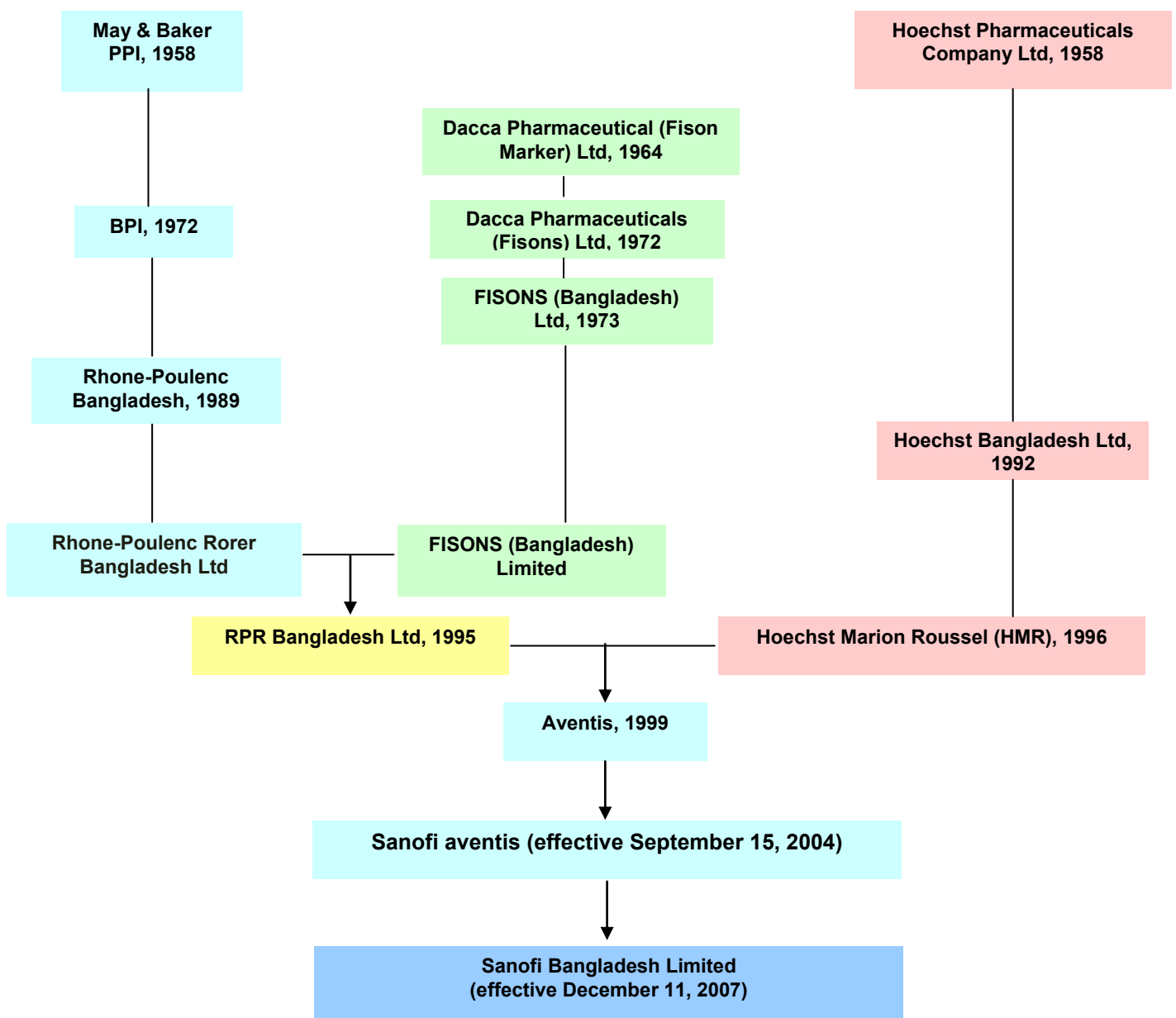


Figure: Recruitment Process

3. Sanofi Bangladesh Limited Overview:

3.1 Company Profile:

Sanofi is the largest global pharmaceutical company in Bangladesh with a dedicated team of more than 1200 employees. Sanofi Bangladesh Limited is the entity that has been formed due to the amalgamation of three legal entities- Aventis Limited, Fisons (Bangladesh) Limited and Hoechst Marion Roussel Limited. The head office of sanofi aventis Bangladesh Limited is in Segun Bagicha, Dhaka. The local distribution of sanofi aventis products are ensured by 12 sales and distribution offices nationwide.



3.2 Mission & Values of Sanofi Bangladesh Limited

Sanofi believe in giving life to their values on a daily basis. These are at the very foundations of the identity and the culture of the new Group: courage, creativity, respect, solidarity, audacity and performance. They also believe in developing the image of the new Group both internally and externally. As it is the 3rd largest pharmaceutical company in the world which has to have a strong, dynamic image, that of an international Group whose primary mission is improving the quality of health care. Explaining what is at stake, their commitments and their contribution to the media, to health professionals, to local communities and to opinion leaders in all countries where we are present. Sanofi, worldwide follows their six core values in compliance with the organizational generic value. These are:

a. Audacity

Sanofi must set ambitious objectives that form the foundation of its future success. They must ensure the progress in the face of uncertainty and approach its work with the mindset of an entrepreneur.

b. Courage

It needs courage to make decisions and manage change. They have the courage to debate, even when the person on the other side of the issue is your boss. It also needs the courage to take action. If you make a mistake, have the courage to recognize it, and count on the continued support and respect of your colleagues.

c. Creativity

Sanofi must be open-minded in its solutions and thrive on the uniqueness of its people and teams. Creativity leads to innovation, and innovation leads to the creation of a unique foundation for leadership.

d. Performance

Given the size of our opportunities and challenges, Sanofi must be accountable not only for its individual performance, but also for team performance.

e. Respect

It must respect people and their contributions. This includes establishing ethical business practices and complying with clear and high standards. It further defines respect as over-communication, listening to others, and analyzing their input before acting.

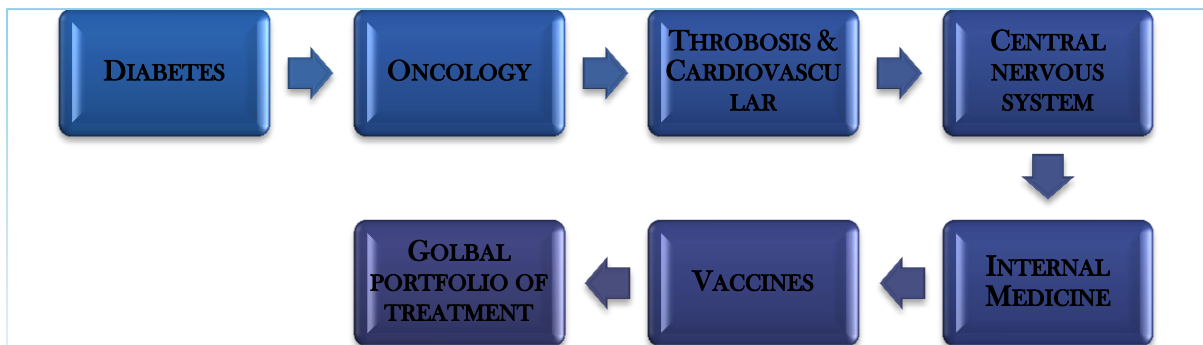
f. Solidarity

The English and French interpretations of "solidarity" are embraced. In English, solidarity suggests commonality of interest and purpose. In French, this word conveys two separate, but linked concepts - interdependence and mutual responsibility.

Furthermore, values of Sanofi are at a glance are given below:

Innovation	Forward-thinking	We inspire
Confidence	Standing out	We dare
Respect	Embracing difference	We respect
Solidarity	Socially responsible	We care
Integrity	Acting ethically	We commit

3.3 Sanofi in Bangladesh Therapeutic Areas:

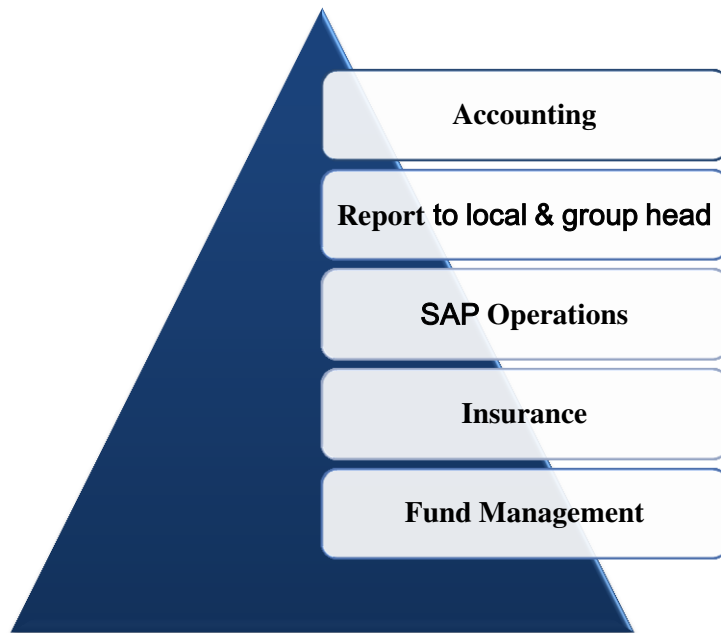


3.4 Sanofi Pharmaceutical Operations:

Currently in Bangladesh Sanofi is operating with more than 900 employees. These employees are working in various areas of our organization. Whether one's expertise is in Sales, Marketing, Research & Development, Finance, Manufacturing, Legal, IS, Human Resources or any of their other departments, that individual can impact the lives of others.

3.5 Finance and Accounts:

The Finance and Operations department contributes greatly to the direction of our company, as well as to the development and implementation of its strategic planning, in addition to challenging the organization to maximize results. Our team counsels internal client groups on financial matters, assesses the financial impact of business decisions and provides various support services, such as Information Services, Legal and Purchasing. Finance & Accounts departments mainly focused on:



3.6 Business Support

United by a common purpose of enhancing the effectiveness of our sales and marketing functions, Business Support provides a service to the company through business planning and intelligence, learning and development training for our staff, market research, forecasting, events planning and measuring and rewarding sales staff performance support.

3.7 Sales and Marketing

Sales team is mainly focused around Sanofi key customers in the areas of Hospital, General Practice (Retail) and Pharmacy, their sales and marketing teams work together to ensure that patients, physicians and healthcare providers are well-informed about the company's products. They are dedicated to sustaining their corporate image and maintaining the trust of the medical profession and their patients. Its success is mainly on team effort and already sales & marketing team has achieved great success.



Marketing & Sales

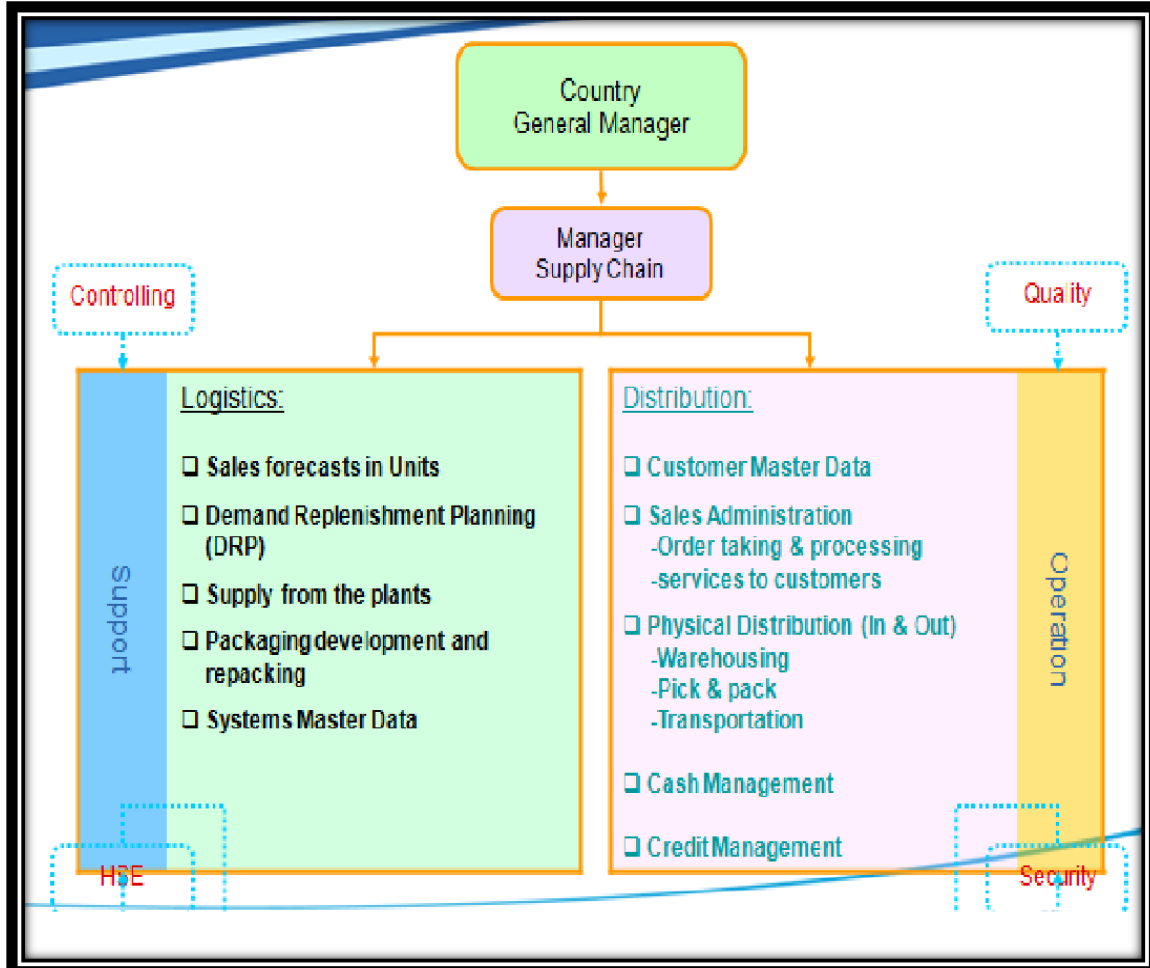
3.8 Medical and Regulatory Affairs

Medical and Regulatory Affairs encompasses a variety of disciplines and job responsibilities that begin during product development and continue throughout the drug's life cycle. We offer opportunities in fields of Regulatory Affairs, Medical Information and Product Safety, Medical Affairs. We ensure compliance with the local (country) and group regulations of drug administration such as registration and approval of new products and renewal of old ones. They also provide support to marketing and sales team by preparing literatures, clinical studies and looking after safety issues of drugs. In short, regulatory affairs of Sanofi are:

- Product both local & import, new and line extension submission and approval from Drug Administration.
- Price (regular/revise) of product submission and approval.
- Product and manufacturing License renewal.
- Promotional and packaging materials submission and approval.
- Variation/amendment submission and approval.
- Notification submission to Drugs.
- Liaising with regulatory authorities

3.9 Supply Chain

Our supply chain department ensures the distribution of the medicines all over the country. With distribution centers in 12 locations of the country this department ensures storage and timely distribution of the medicines all over Bangladesh.



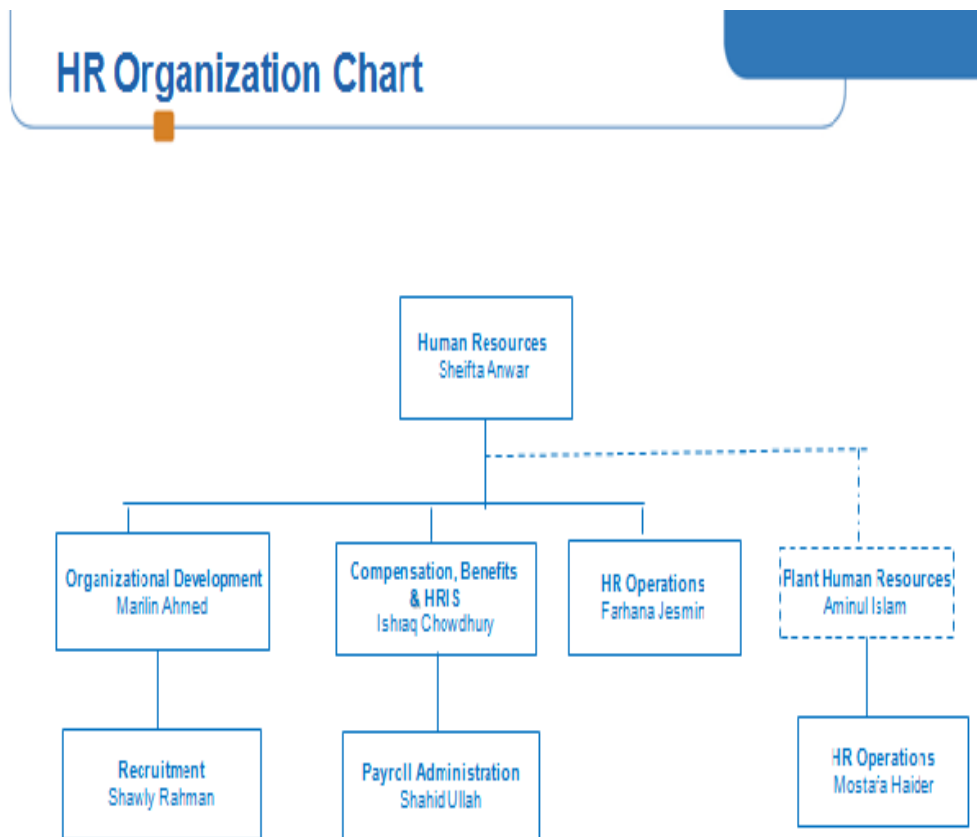
Supply Chain Function

3.10 Communications

Our Communications team is responsible for positively positioning, projecting and protecting Sanofi reputation and ensuring that we work in accordance with our corporate Values. Also deals with increasing company visibility through internal communication, corporate communication, Multimedia (intranet and internet) and Humanitarian Sponsorship. This helps to strengthen image and reputation and build clear corporate identity.

3.11 Human Resources

The Sanofi Bangladesh Human Resources department develops and implements strategic initiatives consistent with our Values and business imperatives to both attract potential candidates and retain current employees. In doing so, the team enhances employee performance, promotes personal development and organizational effectiveness.



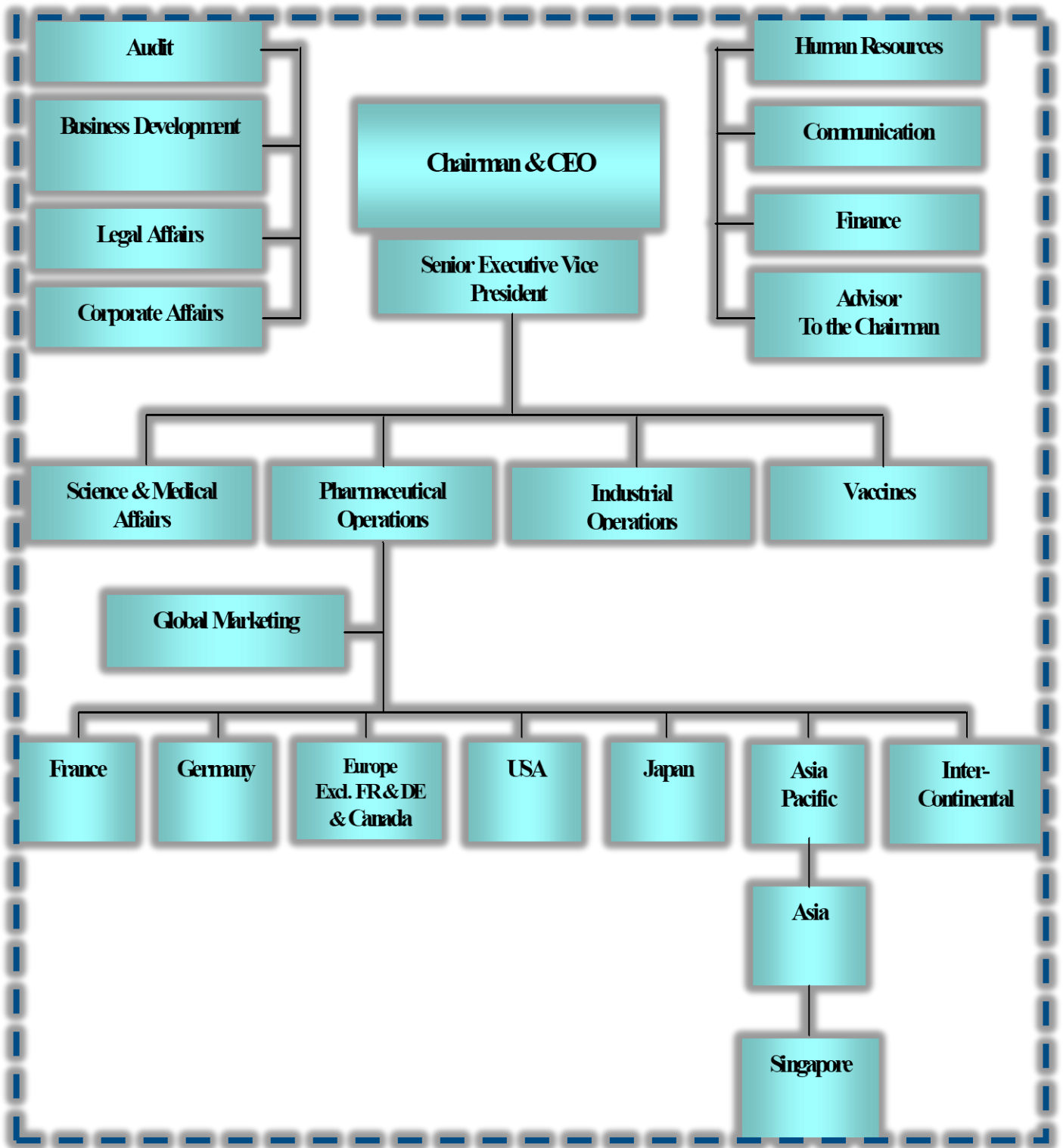
❖ **HR Projects:**

- Implementation of IHRIS (International Human Resources Information System)
 - SAP HR
 - E-Performance
 - E-compensation
- Regional / Zonal reporting
- Talent Development Program
- Asia Pacific Strategic Development Group
- Bangladesh Strategic Development Group
- Bangladesh Operations Development Group

3.12 Organizational Structure

In terms of top management, Sanofi applies geocentric approach to employ the local managerial board. However egocentric approach is also at practice in inter-continental employment.

The below mentioned figure shows the global organizational framework:



Wide-ranging Organizational Table

4. Recruitment & Selection Process of Sanofi Bangladesh Limited

HR department works on the human assets of the organization. Its major function is job analysis, job designing, recruitment and selection, induction program, preparing performance appraisal, training and development, evaluating compensation. Rewards management, maintain a learning environment and proper Occupational safety and health:

4.1 Sanofi: Human Resource Activities

Recruitment & Selection

- Recruitment, selection and placement of employee
- Employee Branding
- Interview for promotion
- Campus campaign
- Participation in job fair

Training & Development

- Orientation of new employees
- Performance review / appraisal
- Training Need Assessment (TNA)
- Arranging training & workshop
- Evaluate the effectiveness of training programs
- Support organization development processes through Talent Management

Employee Relation

- Employee coaching / counseling
- Grievance handling
- Observing special events - Family Day, Valentines' Day, Pahela Baisakh,
- Hosting Town Hall meeting

Compensation & Benefit

- Salary disbursement
- Preparation of yearly payroll budget
- Coordination of group & health insurance
- Maintenance of HRIS
- Conducting Salary Survey
- Development of different HR policies
- Income Tax assistance

HR Operation

- Maintenance, safe keeping & updating of employees' Personal File
- Record keeping of documents relating to transfer & promotion
- Support R&S and CompBen team through various statistical data
- Coordinate employee clearance at the time of separation
- all HR related support to the employees - from employee joining to employee separation

HR Projects

- Implementation of IHRIS (International Human Resources Information System)
 - SAP HR
 - E-Performance
 - E-compensation
- Regional / Zonal reporting
- Talent Development Program
- Asia Pacific Strategic Development Group
- Bangladesh Strategic Development Group
- Bangladesh Operations Development Group

4.2 Human Resource Policy:

In today's rapidly changing business environment, a well defined recruitment policy is necessary for organizations to respond to its human resource requirements in time. Therefore, it is important to have a clear and concise recruitment policy in place, which can be executed effectively to recruit the best talent pool for the selection of the right candidate at the right place quickly. Creating a suitable recruitment policy is the first step in the efficient hiring process. A clear and concise recruitment policy helps ensure a sound recruitment process. It

specifies the objectives of recruitment and provides a framework for implementation of recruitment program.

A recruitment policy of a Pharmaceuticals Organization should be like:

- It should focus on recruiting the best potential people.
- To ensure that every applicant and employee is treated equally with dignity and respect.
- Unbiased policy.
- To aid and encourage employees in realizing their full potential.
- Transparent, task oriented and merit based selection.
- Weight age during selection given to factors that suit organization needs.
- Optimization of manpower at the time of selection process.
- Defining the competent authority to approve each selection.
- Abides by relevant public policy and legislation on hiring and employment relationship.
- Integrates employee needs with the organizational needs.

4.3 Component of Recruitment Policies:

- The general recruitment policies and terms of the organization
- Recruitment services of consultants
- Recruitment of temporary employees
- Unique recruitment situations
- The selection process
- The job descriptions
- The terms and conditions of the employment

4.4 Employment Policy of Sanofi:

- Employment Type
 - Regular
 - Contractual (Fixed Term Contract, Trainee)
- Performance review & appraisal
 - Priority & Competency Setting
 - By February
- Review
 - Twice in a calendar year (June & December)
- Appraisal
 - Yearly generally in December
- Separation Type
 - Resignation
 - Termination
 - Dismissal
 - Misconduct
 - Convicted by court
- Discharge
 - Continuous ill health
 - Infirmary of body and mind
 - Physical or mental incapacity
- Retirement
- Leave policies (for Permanent NU staff)
- Holidays
 - Weekly holiday
 - Friday: All employees
 - Saturday: Support function (excluding Sales Centers/ Depots)
- Festival holiday
 - public/festival holiday declared by Govt. not exceeding 17 days in a calendar year
- CompBen Policies

o Provident fund

- Employee 10% & Employer 10%

o Gratuity

Length of Service	Basic salary X number of Years
5 Years	1 Month
6 to 10 Years	1.5 Month
11 Years and above	2 Month

o LFA

- After completion of one year service
- 5 days annual leave

o Bonus

- 5 times of Basic in a calendar year

o Performance Bonus

- Incentive on sales
- Individual Variable Remuneration (IVR)
- Ex-gratia

o CompBen Policies

o Canteen facilities

- o Employee's contribution: 15%
- o Employer's contribution : 85%

o Group Insurance

- In case of death (normal & accidental)

o Health Insurance

- Includes: Employee, spouse and upto 2 children (age below 21 year)
- Only in case of hospitalization for more than 24 hours

o Long Service Award

- Gold medal for completing 20 years of service

4.5 Scope

Sanofi Bangladesh targets highly talented individuals interested in health and healthcare. To be a part of a company, where “health matters”, Sanofi aims to identify or recruit a pool of individuals true to their values, committed to their work and championed to take on innovation and change. The organization targets recruitment to a very niche market. Mainly the medical students from reputed universities, doctors/physicians and medical representatives/executives are aimed for. However, as per department need, business graduates (with a major in Finance, Marketing, Human Resource Management, Accounting, etc.) are recruited as well. But the focus remains on the aforementioned group of individuals.

4.6 Human Resource Scheduling

The wants of HR planning are to ensure that Sanofi:

- Staffs potential employees in line with organizational strategic plan and need;
- Finds and retains the number of satisfactory or excellent staff it needs with the skills, expertise and competencies required;
- Occupy a miscellaneous workforce;
- Builds the best use of its human resources;
- Build up a well-trained and flexible workforce, thus contributing to the organization's ability to adapt to an uncertain and changing environment;
- Look forward to the problems of potential surpluses or deficits of people;
- Formulates maintenance and staff development strategies in line with policy and strategic directions ensure appropriate career development for every individual, clearly identifying distinctive mobility paths for them.

4.7 Vacancy Announcement

Vacancies occur when new positions are created or when the incumbent of an existing position separates from Sanofi Bangladesh, is absent for a significant number of days or is transferred to another position. The respective department Manager has to inform HR department to initiate the recruitment process duly filling a Recruitment Request form, if replacement is required. HR will issue the letter for such assignment upon receiving Recruitment Requests (RR) [see appendix] from concerned departments. The concerned initiating manager may also make recommendation of any specific issues that may be helpful to appoint the suitable person. Vacancies may be filled either through exclusively internal recruitment or through both external and internal recruitment.

In case of internal recruitment, vacancies will be internally circulated for all Sanofi staff. Any employee with requisite qualifications and background and at least one-year service in Sanofi Bangladesh can apply directly to HR for the advertised position. But the internal candidates must discuss their application with their current Manager before sending their application

In case of the recruitment of a budgeted new position, concerned manager will request Human Resources Department to initiate recruitment process duly filling the RR form, in case of permanent management staff.

In exceptional cases, where department or business offices may need to create a new position (which is not under the plans & budget of the year), the concerned manager has to submit a written proposal to HR Department with full justification as per format for approval of the position and budgetary provision well in advance. The HR Department will process in consultation with Country Manager.

4.8 Job description of Recruitment & Selection Process of HR Officer:

Coordinate and manage recruitment activities as per departmental requirements; corporate and local policy and guidelines. Also support the HR team in various HR and organizational development activities as per corporate and local policy and guidelines.

Key Accountabilities:

a) Coordinate entire Sales Force recruitment in line with budgeted and approved head count. Prepare and raise RR, publish advertisements, prepare written test questions and interview rating sheet, coordinate written test exam and schedule panel interviews. Act on/ prepare letters for the following: reference check, appointment, medical tests, joining letters etc, after obtaining necessary approvals.

b) Assist in Marketing & Support Function recruitment through raising RRs (recruitment request) by coordinating with concurrent managers, prepare vacancy advertisement, schedule panel interviews, prepare written test questions and interview rating sheet after consulting respective supervisor/manager. Tap internal and external sources. Make initial shortlist for entry level and send to responsible line managers/heads for further screening. Maintain database for potential CVs for future openings. Act on/ prepare letters for the following:

invitation for selection test, regret letter to interviewed candidates, reference check, offer & appointment, medical tests, joining letters etc, after obtaining necessary approvals.

c) Organize orientation by setting up appointments with Directors and departmental heads and others, facilitate introduction to various departments and collecting the orientation report.

d) Coordinate Internship Programs as per the internship policy of the company, and in line with the course requirement of respective universities/institutes.

e) Work as Diversity and The Association delegate for Bangladesh and arrange various programs and initiatives for Diversity. Work as the contact point for Diversity & Association related issues. Work closely with communication regarding these issues. Provide information and guidance to employees

A detailed job description must be prepared before any recruitment is undertaken. This should include:

- Job title
- Department/Project
- Location
- Job holder's line manager
- Information on staff to be line managed
- Job responsibilities
- Job's key result area
- Person specification including qualifications and experience, character and skills competencies; divided into essential and desirable criteria
- The information that Sanofi-operates a Code of Conduct

4.9 Interview Ethics

The key ethical issue in interviewing is that the participants should not be harmed or damaged by the interview in any way. The following list provides a few examples of ethical situations that could arise during an interview:

- The interviewee should be assured of their own confidentiality.

- If the interviewee becomes distressed, the interview should be abandoned.
- The interviewee has the right not to answer a particular question or to terminate the interview altogether.
- It is crucial that you obtain informed consent before commencing the interview.
- If the interviewee asks for practical guidance or help, you must refer them to an appropriate organization or support centre. Do not allow yourself to be drawn into this type of discussion. If your interview concerns information of a particularly sensitive nature, it might be worth getting the details of relevant organizations beforehand, should you be asked.

4.10 Goals of recruitment:

The goal of recruitment is to attract suitably qualified applicants reflecting the promotion of equality and diversity. Sanofi Bangladesh will seek to recruit committed and capable individuals who will add to the effectiveness of the organization. It will depend on the nature of the vacancy whether it is necessary to recruit from within and/or from outside the organization. It is the policy of the organization to offer staff opportunities for career advancement where there are suitable candidates available within the organization.

4.11 Methods and Sources Used in Recruitment Process:

The recruitment method includes mainly advertisement in selected daily newspapers and/or on the internet, or by whichever method is deemed the most appropriate for the position. Advertisements in the daily circulars are generally used as they allow potential candidates to be reached on a broad scale. A specific date is announced for written exams or interviews (as per need and current market processes). All advertisements are on the basis of the position's job description. The job specification should also be stated clearly. For specialized position they mainly focused on **www.bd-jobs.com** and for their recruitment of sales force they focused on daily newspapers because it's regular basis recruitment. External and Internal recruitment can be used, depending on market scenario and internal employee performance, to identify the suitable pool of candidates for the required vacant positions. The message sent to the targeted pool of candidates should give a clear picture of the job and Sanofi itself. The contents must avoid direct or indirect discrimination or misinterpretation. The message

includes job requirements, key accountabilities and work areas and other information as per need of the position. The message should include the following factors briefly:

- Which post is vacant?
- The area where the post is vacant
- The inherent job requirements to be built into the job specifications;
- The job title and a brief job description;
- Education and training details
- Whether any experience is required;
- Language proficiency and age limit;
- CV or completed application form (including photographs and references)
- What documentation must accompany the application?
- To whom and at which address an application for the post can be submitted;
- The closing date for receipt of applications at a particular address;
- That the Sanofi is an equal opportunity employer who welcomes and fosters diversity at workplace;
- The organizational culture in brief.
- Clear job description for position, including extent of responsibilities

4.12 Leader-Pursuing function:

Employment organizations can only lend a hand with head-hunting with the aforesaid approval of the Managing Director or his or her entrusted official. Head-hunting can be used to persuade properly skilled, expert and competent people to apply only for a position advanced than the managerial level and is usually used when recruiting folks for the top management. Adequate funds should be accessible in the budget of the related dealing entity.

4.13 Selection of Applications:

The Human Resource unit will choose the CVs. Requests are screened in the lead of a careful similar based on the organizational need and reviewed carefully to identify applicants' experience, skill and other necessary abilities which are paramount suitable for the required position. Recognizing the job related conditions and matching it to the applicant's CV is a vital division of short listing as well.

5. Recruitment Process Analysis:

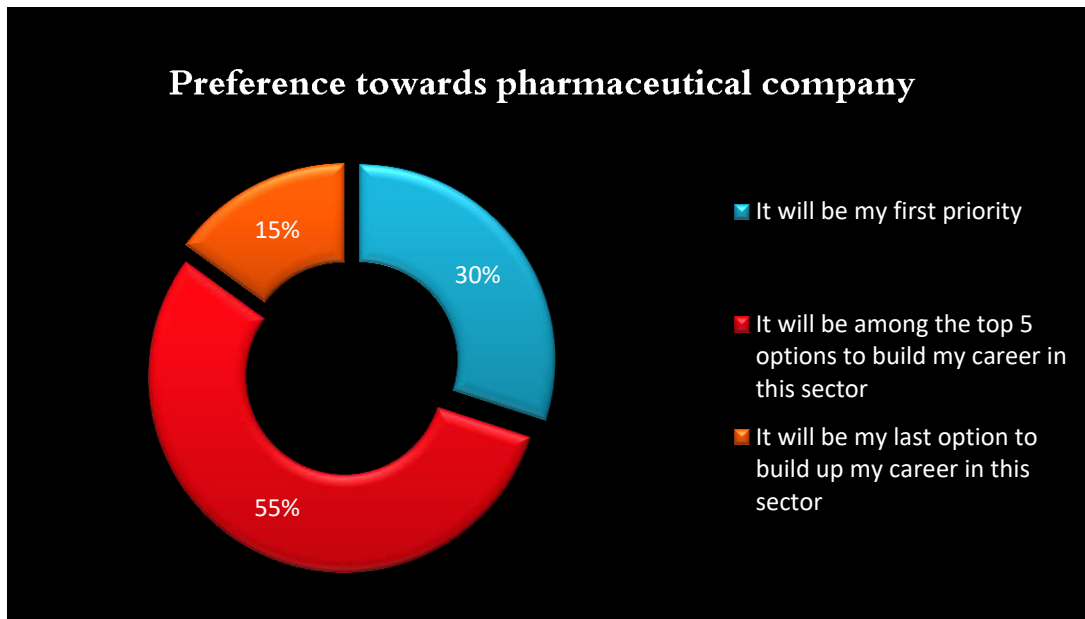
For the successful completion of my internship report, survey was done on the employees of Sanofi Bangladesh Limited to know how they feel about the recruitment and selection process of their organization. For the time limitation I ask them 5 question (See appendixes). Based on the answer analysis and interpretation were done. It was an open discussion. I collect information and give a graphical presentation below.

- Number of Question-5
- Sample Size- 15 (open discussion with employee)

For Sanofi, it is very important to find out the best candidate who belongs to the group of potential pool of candidates. Recruiting a person is easy, but hiring the right person takes more effort and makes a huge difference. The best employees get the job done, are a pleasure to manage and help the company grow. Recruitment that focuses on simply hiring warm bodies can cause headaches and unanticipated problems. The quick hire can require hours of supervision and time spent in discipline, retraining and, worst case, termination. In view of the fact that it is a pharmaceutical company which deals mainly about healthcare products; the best concerned candidates are supposed to be from medical, pharmacy or science background. Apart from that all other concerned areas, for example- IT, Business, law etc are also potential sectors from which Sanofi needs to recruit to fulfill the employee headcount demand.

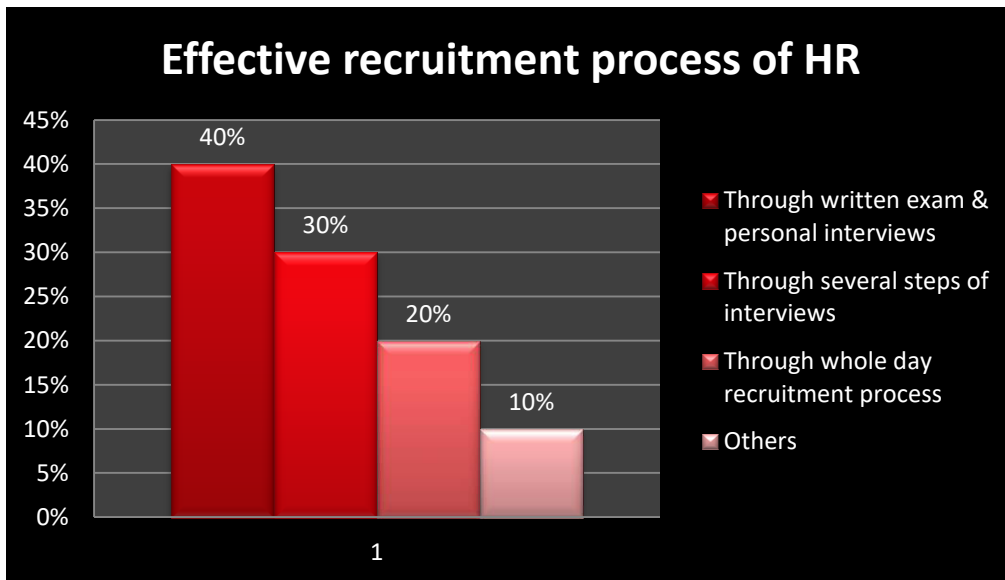
In this project try to find a way to support the HRD of Sanofi in order to simplify the recruitment process in an effective way and bring improvement in the necessary areas so that the company can grow big and strong in a simplified and efficient manner. This will be resulting from the proper implementation of the recommended strategies which will eliminate the constraints from the process. To do survey the respondent were provided with a questionnaire which contained several questions. Those questions were the pointers and the answer of those questions found out the actual positioning of Sanofi recruitment process and its efficiency.

- In respect to the questionnaire respondent were asked about the preference towards pharmaceutical sector in terms of career development.



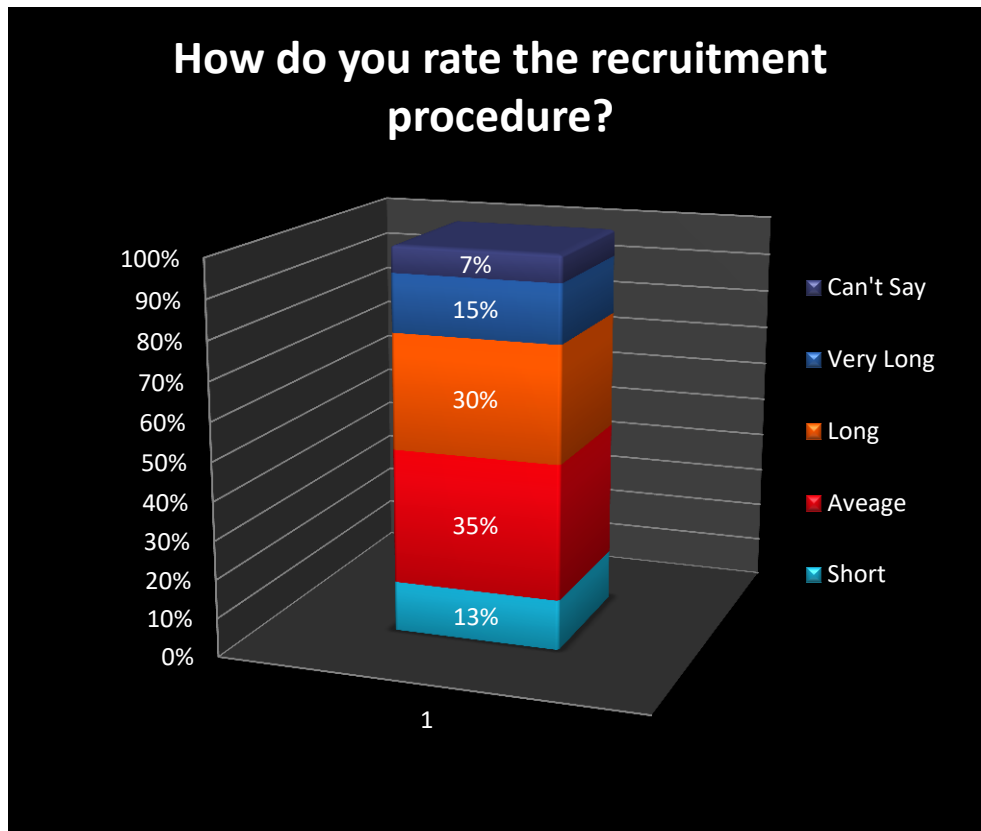
In survey, found 30 % people agreed that for career development their first choice is pharmaceutical companies and then 55% people said pharmaceutical sector will be among the top 5 options to build their career. Other 15 % people have less interest for this sector. So, it shows majority percent of people are now trying to involve more in pharmaceuticals because it will be among the top 5 options to build career in pharmaceutical sector.

- On response of second question which was on the most effective recruitment process, people gave different types of response. Mostly supported written and interview both like near about 40 % of 50 employees voted for this process.



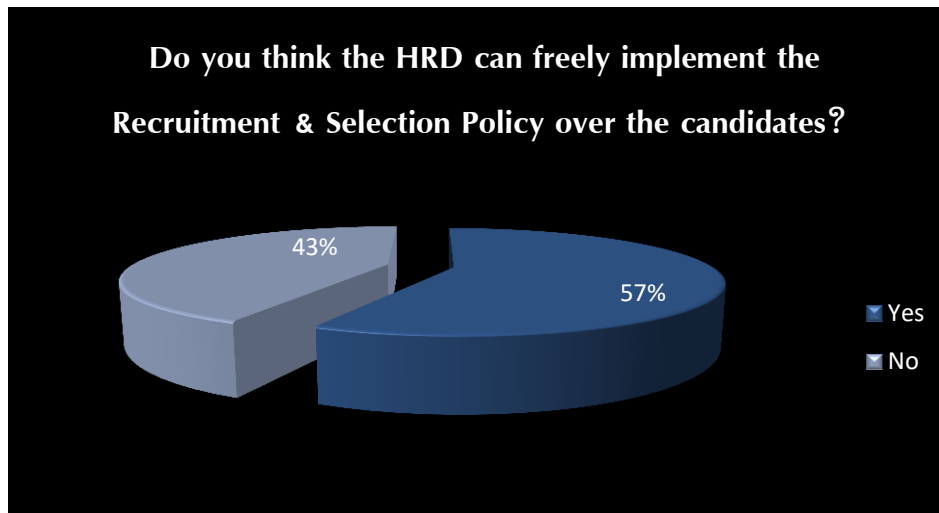
30% like just the interview steps rather than written exam, then 20% are more into whole day recruitment process and rests are interested in other steps of recruitment. So, we can say more people like written and interview both as a recruitment process.

- Employee’s point of view towards Sanofi’s recruitment process’s time line is a matter of importance to analysis the overall recruitment process. My next question was about how they rate the required time of whole hiring process.



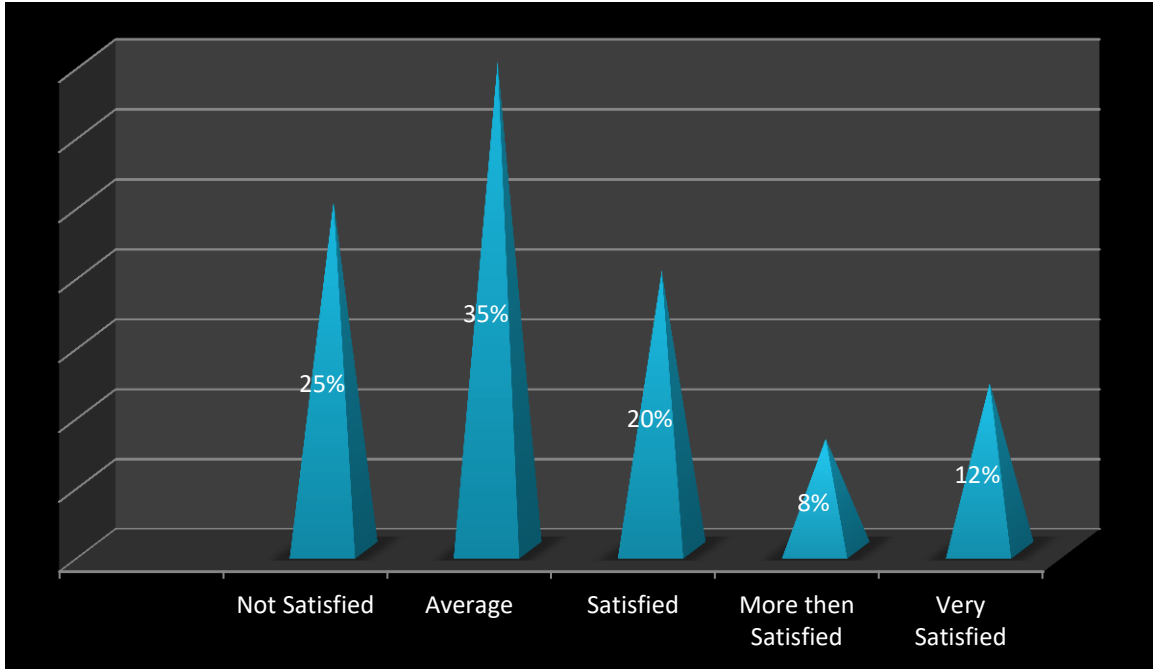
They gave me a range of reflections on that question. 15 % people said the process is very long, 30% said a bit long, 13% said its short and 7% said they have no idea about the time period of whole process. Rest 35% said the time period is average neither too long nor short. Judging the time period of recruitment process is always depends on one’s personal evaluation. But mostly think Sanofi’s process of hiring people is a bit long.

- After that respondent were asked about whether Sanofi can implement its recruitment policy on them in a proper way or not?



According to them majority percent (57%) said Sanofi Human Resource Department can easily implement the hiring policy on them. But a lot people like 43% think Sanofi HRD cannot do that on them because in Sanofi they always follow the standardize global rules that's why many respondent think HRD cant freely implement recruitment and selection policy.

- Lastly respondent were asked about their satisfactory level towards overall recruitment process and found various opinions



According to the survey, 12 % were very satisfied, 8% were more than satisfied, 20% were normally satisfied, 35% were average satisfied and only 25 % were not at all satisfied. So, Sanofi HRD should more concentrate on improving recruitment process in a good manner to get 100% satisfaction from employees.

6. Findings from DATA Analysis

According to the finding of the research feedback form, it can be properly observed that, Sanofi Bangladesh Limited recruitment process is in a good manner but it needs a bit change for hiring the potential pool of candidates. This can be a great matter of concern for the company

There is some lacking in the recruitment process. With study, it was observed that, position wise recruitment process helped to speed up the recruitment in general. Although Sanofi has position wise specialized recruitment system for its sales force, but it doesn't have such system for other general recruitment process. From data analysis got to know some problems of recruitment process.

A SWOT analysis of those findings is done to give a clear picture current scenario of Sanofi's recruitment & selection Process.

I. Strengths:

- Sanofi's recruitment process always maintains a systematic manner and employees are happy with the process of hiring which includes written exam and interview both
- Employees are highly satisfied with the board of interview and they appreciate it in a good way

II. Weakness:

- Some employees think the hiring process is too long for the candidates because candidates at first gave written test then send to assessment center to assess their capabilities then go for final interview which is time consuming.
- As they think the hiring process is a bit long so candidates sometimes get stuck in a same place. Suppose if they found another better opportunity it would difficult for them to choose because they were stuck in long recruitment process.

III. Opportunities:

- From the survey got to know people now-a-days are more interested in pharmaceuticals. So it can be a great opportunity for Sanofi to get more qualified employees as pharma market is growing very fast, many private universities are now offer pharmaceutical program so it's a great news for Sanofi as more talent pool are coming so they are getting more qualified employees for their organization.

IV. Threat:

- Sanofi always give more preference on educational qualification rather that any traits. But candidates sometimes contain lots of other potentials within them which are important for company. So less focus on other skill may become a threat for Sanofi.



7.1 Recommendation:

On basis of summary of findings, some recommendation for Sanofi's recruitment process. Those suggestions might help Sanofi to modify their hiring process a bit.

✓ **Improving Sales force motivation Pack:**

As an ideal employer, Sanofi's employer especially sales force related employees' identify needs to be reinforced and communicated attractively and clearly. Therefore a new and Employer Boost up kit which, as an integral part of the Group's corporate communications, responds to the recruitment challenges around the world should be made and practiced properly. The Employer Boost up Kit is supposed to help to modify the employer in a good way and also can encourage them to finish up their work in their best way. Currently, motivation factor of Sanofis' is a bit low compare to other companies. So, by increasing the motivational factors, company can make a boost among the employers.

✓ **Implement Diversify Recruitment Process:**

Sanofi always prefer educational qualification rather than other skills in terms of recruitment process. It sometimes hampers the hiring process. Educational background is important always but sometimes other potentiality matters for the post. Especially for sales force-dynamism, creativity, good communication skills are must rather than educational qualification. So, management should focus on diversity of recruitment process.

✓ **More specific and time-effective recruitment process:**

Lots of employees think time period is a bit long in terms of recruitment. It should be processed in specific and perfect time. Time period shouldn't be so long because candidates get stuck in it. So, they lost their enthusiasm to give their best shot in exams of job recruitment. So, sanofi should give extra focus on making a more generic and flexible

7.2 Conclusion:

Sanofi Bangladesh Limited is aimed to be beyond doubt leader in the field of world pharmaceutical companies. To achieve this goal, Sanofi has to develop its employee panel as most promising and all rounder and also for ready to take any challenge. They have to be capable for each operating country office with local competencies. Recruitment process of Sanofi is already well-appreciated to all but still now HRD need to improve some policies and steps to make it compatible with everything. By analyzing all findings, I recommended some necessary steps which are needed to make an efficient and effective recruitment process. That will help HRD to hire the most eligible candidate without making any fault.

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Appendix

- a. Questionnaire on: Recruitment & Selection process of Sanofi Bangladesh Limited**
- b. SAMPLE RR**
- c. NEW Interview Rating Sheet**
- d. Joining Letter**
- e. Network Registration form**
- f. Personal Information Data Form**
- g. ID Card Form**
- h. MIA Recruitment SOP**
- i. Career Ladder**

(a)

Questionnaire on: *Recruitment & Selection process of Sanofi Bangladesh Limited*

Please answer the following questions regarding Recruitment process. All answers will be used only for research purposes and will be kept in strict confidence.

1. Are you prefer pharmaceutical industry to build your career?
 - a) It wills my first priority
 - b) It will be among the top 5 options to build my career in
 - c) It will be my lat option to build up my career in this sector
2. Which one is the most effective recruitment process of HR?
 - a) Through written exam & personal interviews
 - b) Through several steps of interviews
 - c) Through whole day recruitment process
 - d) Others
3. How do you rate the recruitment procedure?
 - a) Short
 - b) Average
 - c) Long
 - d) Very Long
 - e) Can't say
4. Do you think the HRD can freely implement the Recruitment & Selection Policy over the candidates?
 - a) Yes b) No
5. How satisfied were you with the overall recruitment process?
 - a) Very satisfied
 - b) More than satisfied
 - c) Satisfied
 - d) Not satisfied