Thesis Report
on

Human Resource Management Practices in Bangladesh: A Case Study on Square Pharmaceuticals Ltd.

Prepared by:
Name: Md. Mahabub Khan
ID: 2001019005
Program: RMBA
Semester: Spring 2021
Major: Human Resource Management
Department of Business Administration
Sonargaon University (SU)

Prepared for:

Submitted for the partial fulfillment of the degree of Regular Master of Business Administration

Sonargaon University (SU)

Dhaka-1215

Date of Submission: 05 May-2021

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Submitted to:
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Lecturer
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Submitted for the partial fulfillment of the degree of Regular Master of Business Administration

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Letter of Transmittal

05 May-2021

Md. Rasel Hawlader

Lecturer

Department of Business Administration

Sonargaon University (SU)

Subject: Submission of Thesis report.

Dear Sir,

With humble honor and respect, I am submitting my internship report on "**Human Resource Management Practices in Bangladesh: A Case Study on Square Pharmaceuticals Ltd**" As per partial accomplishment of the requirements for the RMBA degree, this thesis has been carried out under the supervision.

This report is an integral part of our academic courses in completion of the **RMBA** program which has given me the opportunity to have an insight into the Human Resource Management Policy and Practices in pharmaceuticals Sector of Bangladesh especially real scenario of SQUARE Pharmaceuticals Ltd.

In completing the report, I tried my best to blend all my knowledge and imparted every available detail and also attempted to avoid unnecessary amplification of the report.

I humbly request you to accept this report for your kind evaluation.

Sincerely,

_____

Md. Mahabub Khan

ID: RMBA-2001019005

Department of Business Administration

Sonargaon University (SU)

Acknowledgement

I would like to mention some people with due respect and honor who assisted us, without any hesitation to complete our Internship report within the due time. Therefore, I would like to thank them all from the bottom of my hearts.

In this procedure, at first I would like to thank All Mighty Allah for making it possible for us to complete our work properly within the given time. Most importantly I would like to thank my Internship Supervisor **Md. Rasel Hawlader,** who was always ready to guide me and solved all the difficulties that I faced during preparing my internship of the report.

Most importantly, I would also like to thank Md. Shamim Hossain (HR Manager) and other members who helped me by providing informative instructions. Without their help this project would have been difficult to complete.

Md. Mahabub Khan
ID: RMBA-2001019005
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Student Declaration

I, Md. Mahabub Khan, a student of Regular Master of Business Administration, bearing ID No RMBA – 2001019005   from Sonargaon University would like to solemnly declare here that this report on**: "Human Resource Management Practices in Bangladesh: A Case Study on Square Pharmaceuticals Ltd**" has been authentically prepared by me. While preparing this report, I didn't breach any copyright act internationally. I further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate.

Sincerely Yours

…………………………..
Md. Mahabub Khan
ID: RMBA-2001019005
Department of Business Administration
Sonargaon University (SU)

Letter of Authorization

Certified that this project report titled "**Human Resource Management Practices in Bangladesh: A Case Study on Square Pharmaceuticals Ltd"** is the bona fide work of Md. Mahabub Khan, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or Thesis on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

…………………………

Md. Rasel Hawlader

Lecturer
Department Of Business Administration
Sonargaon University (SU)

Abstract

The pharmaceutical industry in Bangladesh is one of the most developed technology sectors within Bangladesh. It 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. Square Pharmaceuticals Ltd is the flagship company of Square Group. Founded by Mr. Samson H Chowdhury in 1958 it became a Private Limited Company in 1964. It was an effort of four young enterprising men who gave us a great revolution. It brings not only an economical change in our country but also showed us the way to being entrepreneur.

The report contains the company's profile and information about the company's current HR system, recruitment, and selection process of the employees, their training and development, vision-mission and benefit plan. The report also includes development analysis, product scheme and current achievement.

While making this report we found out that, HR department of Square Pharmaceuticals Ltd is one of the main key to the company's success. Recruitment, Selection of the best employee is the most important policy of the HR department. The company has well designed training programs for the employee which has helps them to get the best out of the employee. The company has great financial incentives for the employee which motivates the employee to give the best for the company.

TABLE OF CONTENT

LIST OF ACRONYMS

API	Animal Health & Pesticide Unit
ISO	International Standard Organization
FDA	Food And Drug Administration
SPL	Square Pharmaceuticals Limited
HRD	Human Resource Department
HR	Human Resource
WHO	World Health Organization
CGMP	Current Good Manufacturing Products
QMS	Quality Management System
SVPO	Small Volume Parental and Ophthalmic

Chapter-01
Introduction

1.0 Introduction

HR designed to maximize employee performance in service of an employer's strategic objectives HR is essentially worried with the administration of individuals inside associations, concentrating on arrangements and on systems. Human Resources department is the emerging sector in the new era of corporate world. Earlier HRM was disregarded by many companies. Today the circumstance has changed, the vast majority of the associations are underlining on HRM rehearse. The fundamental reason is, the companies keeps running by the people or HR not by the machine.

I have done my major in human resource management from Sonargaon University. There I have completed two years of the theoretical part of the graduation.

This practical part will be evaluated by my honorable academic supervisor. For that reason I have prepared this report on the basis of my collecting data and experience and submitted to my supervisor. The topic of the report is "**Human Resource Management Practices in Bangladesh: A Case Study on Square Pharmaceuticals Ltd**"

1.1 Background of the Study

Square Pharmaceuticals Ltd is the leading pharmaceutical company in Bangladesh. It has been running its business of about fifty two years and leading the pharmaceutical industry science 1985. Research points to the importance of good recruitment systems in the organizations. The 1980s brought downsizing, organizations were becoming too effective for their numbers of employees employed by them. Most problems concerning Human resources commences when recruitment is not handled properly. Resignations, low motivation, poor performance may be due to incorrect procedures in the recruitment process.

This article discusses the importance of good recruitment at technical and managerial levels and the implications that are encountered as a result of ad hoc recruitment processes. Recruitment is a responsibility of every manager in the Organization. The article is divided into five sections

namely: Definition of recruitment; Purposes and Policies of Recruitment; Deficiencies and Problems; Advertisements and Job descriptions; Implications and finally the Summary of this discussion

1.2 Scope of the study (Square Pharmaceuticals Ltd)

There is a large scope for doing the internship in any organization in Bangladesh. Internship provides practical knowledge to the students about their practical field. The students have a large opportunity to acquire knowledge with the organization. Organizational environment, participate with others. The student can familiar with organizational cultural. After studding this report you able to know about the Recruitment & Selection Process, Strength, weakness, opportunity and threats of Square Pharmaceuticals Ltd. Also know about the External Internal Sources of Recruitment & Selection Process. The key focus of the study is to observe "HRM Practices & Recruitment and Selection process of **Square Pharmaceuticals Ltd**.

1.3 Objectives of the study

This report has been prepared primarily for the fulfillment of the intern shipment program, which is essential part of the RMBA program of International Islamic University The prime objective of the study has been to evaluate the recruitment and selection and procedure of Square Pharmaceutical Ltd. To facilitate achieve the prime objective; this study aims at attaining the following SPL operational objectives.

- To get a clear and practical knowledge about the business of SPL
- To understand the perspective of creating and presenting the new idea.
- To fulfill the requirement of the MBA degree.
- To get practical idea about organizational environment.
- To introduce the new situation, new environment.
- To know the section policies of the organization.
- To Identify different selection tools used by the organization
- To know the interview procedure of the organization.
- To know the objectives of the selection procedure.

1.4 Methodology of the study

The study needs a systematical process from selection of the topic for the final report preparation. To accomplish the study of the data sources have to be collected and identified. They have to be classified, interpreted, consider and offered in a systematic way. The overall methodology process is given into the following paper in a form of flowchart that is followed in the study.

Primary Sources

1. Personal observation of the process.

2. Informal interview with the employee

Secondary Sources:

Secondary data are collected from Internet, different published articles, books, prospectus, journals, other publications and written information provided by the company. For collecting data from secondary sources, go through various web sites.

1.5 Limitations of the study

- As the report has to be prepare within a predetermined time interval that's why I had to work in hurry. If I would get enough time, the report would be more practical.
- For confidential reason or secrecy of management of SPL it is not possible for me to collect some valuable or necessary data for this project.
- The phase of the report is so huge and that's why a report without any error is quite difficult to prepare in such a short time.
- Shortage of time is one of the limitations of the research. If time would be available, the research findings could be more exact and precise.

Chapter-02
Company Profile

2.1 Company Profile

- Year of Establishment 1958.

- Incorporate as a Public Limited Company – 1964.

- Technical Collaboration Agreement with Janseen Pharmaceuticals of Belgium.

- A subsidiary of Johnson & Johnson International Limited – 1975.

- Technical collaboration Agreement with F. Hoffman – La Roche & Company Limited - 1984.

- Converted into Public Limited Company – 1991.

- Stock exchange listing (D & C) – 1995.

- Agreement with M/S. Bovis tanvec Limited of UK for implementation of Dhaka Plant – 1996.

- Awarded ISO- 9001 Certificate -1998.

- Business Lines- Manufacturing & Marketing of Pharmaceuticals finished product, Basic Chemicals & Agro vet products.

- Authorized Capital: TK, 1000Million.

- Paid – UP Capital – TK, 250 Million.

- Number of Employees- 1775.

2.2 Nature of Business

Square Pharmaceuticals Limited is the largest pharmacy company in Bangladesh. It was established in 1958 & converted into a Public limited company in 1992. It has been continuously in the first position among all national & multinational company in 1992. The sale turnover of SPL is more than TK. 48 billion with about 14% market share having a growth rate of about 30%.The company's annual turnover exceeds $300 million [2].The sales turnover of SPL was more than Taka 7.5 Billion (US$ 107.91 million) with about 16.92% market share (April 2006– March 2007) having a growth rate of about 23.17%. It is exporting its pharmaceuticals and other products to around 30 countries of the world including Sri Lanka, Myanmar, Nepal, Kenya, Libya, Sri Lanka, Vietnam, Afghanistan, Iraq, Ukraine and Yemen.

2.3.1 Vision

Square view business as a means to the material & social wellbeing of the investors, employees and the society at large, leading to accretion of wealth through financial and moral gains as a part of the process of the human civilization.

2.3.2 Mission

Square mission is to produce and provide Quality and innovative healthcare relief for people, maintain stringently ethical standard in business operation also ensuring benefit to the Shareholder's, Stake holders and the society at large.

2.3.3 The Business Slogan

SQUARE PHARMACEUTICALS LIMITED always upholds the dictum "**Dedicated to advanced technology**."

2.3.4 The Corporate Slogan

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

2.3.5 Objectives

Square objectives are to conduct transparent business operation based on market mechanism with in the legal and social frame work with aims to attain the mission reflected by our vision.

- Total Commitment to the needs of customers.
- To follow the highest ethical standards.
- Continuous improvement of all work process.
- Permanent improvement of all the employees "Knowledge and Skills".
- Securing the Quality of Products to match the Quality of Service.
- Preserving the company's leading positioning the national market of Pharmaceuticals industry.

2.3.6 Goals

- Strengthen operation in domestic to increase market share and profitability to offer more value to the shareholders offer contract- manufacturing facility.

- Manufacture and market time demanded and international standard pharmaceutical in domestic and export market.

- Association with global research based pharmaceutical company for marketing or manufacturing their products.

2.3.7 Corporate Focus

Square vision, mission and Square objectives are to emphasize on the quality of product, process and services leading to growth of the company imbibed with good governance practices.

2.4 SQUARE Quality Policy

- Ensure strict compliance with WHO cGMP 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 ISO 9001 through continuously developing Human Resources by regular training and participation.

- SQUARE is committed to 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.

2.5 The Company Profile

SQUARE PHARMACEUTICALS LIMITED
Corporate Headquarter
Square Center
48, Mohakhali C/A,
Dhaka-1212,
Bangladesh
Tel: (880)-2-8833047-56, 8859007 (10Lines)
e-mail: info@squaregroup.com
Web: www.squarepharma.com.bd

Plants:

Dhaka Unit
Kaliakur, Gazipur

Narayangonj Units
Rupshi , Rupgonj, Narayangonj

Pabna Unit
Square Road, Salgaria
Pabna-600, Bangladesh
TEL: (880-731) 6581, 6287
Fax: (880-731) 6047

Year of Establishment-**1958**
Legal Status
Listed **Public** Company

Nature of Activities.
Manufacturing of Pharmaceuticals Branded Generic formulation…Bulk
Pharmaceuticals.

2.5.1 Organazational Growth & Changes

1958: Debut of Square Pharma as a Partnership Firm.

1964: Converted into a Private Limited Company.

1974: Technical Collaboration with Janssen Pharmaceutical, Belgium, a
    Subsidiary of Johnson and Johnson International, USA.

1982: Licensing Agreement signed with F. Hoffmann-La Roche Ltd., Switzerland.

1985: Achieved first position in the Pharmaceutical Market of Bangladesh among
    all National and multinational companies.

1987: Pioneer in pharmaceutical export from Bangladesh.

1991: Converted in to a Public Limited Company.

1994: Initial Public Offering of Square Pharmaceutical Shares.

1995: Chemical Division of Square Pharmaceuticals Ltd. starts production of
    Pharmaceuticals bulk products (API).

1997: Won the National Export trophy for exporting pharmaceuticals.

1998: Agro-chemicals & Veterinary Products Division of Square Parma starts its
    Operation.

2001: US FDA/UK MCA standard new Pharmaceutical factory goes into
    operation Under the supervision of Bovis Lend Lease, UK.

2004: Signing of agreement with ROVIPHARM, Vietnam to manufacture and
    market Square products under license in Vietnam.

2004: Secured the top position for the best published accounts and report for 2003
    in Manufacturing category for transparency and excellence in corporate
    reporting.

2005: New State-of- the-Art Square Cephalosporins Ltd. goes into operation; built
    Under the supervision of TELESTAR S.A. of Spain as per US FDA/ UK
    MHRA requirements

2007: Square Pharmaceuticals Ltd. Dhaka Unit gets the UK MHRA approval.

2008: New SVPO (Small Volume Parental and Ophthalmic) plant starts
operation Dhaka Unit.

2.5.2 SQUARE PHARMACEUTICALS PRODUCTS

The formulation plants are producing wide range of dosage forms like –

Tablets

Non-Coated (plain, chewable, dispersible, vaginal) Coated (sugar coated, film coated, enteric coated) Sustained/Extended Released (coated, non – coated).

Capsules

Granulated Material filled
Pellets Filled

Suppositories
Suppocire based

Injections
Vials containing Dry Powder for Injections Small Volume Liquid
Parental

Liquids
Oral Syrups (Sugar based, Non-Sugar based), Oral Suspensions, Topical Liquids

Spray, Drops, Ointment, Cream and Powder
Small Volume Sterile Eye & Ear Drops, Small Volume Nasal Drops & Sprays, Topical Ointments & Creams, Topical Antibiotic Powder.

Oral Dry Powders
Dry Suspensions (Antibiotic & Anti Invectives), Dry Syrups (Antibiotics).

Dry Powder Inhalers
Partial Filled (Premix) Capsules for Respiratory Tract Application with a Device.

Metered Dose Inhalers

Pressurized Canisters for Oral use with an Actuator.

Chemical Division started commercial production in 1995. From the year 1997 it started its full-fledged production and marketing to all top pharmaceuticals within the country including Aventis Pharma, Novartis Bangladesh Ltd., Glaxo Smith Kline, ACI Ltd., Reckitt & Colman, Beximco Pharmaceuticals Ltd., The Acme Laboratories Ltd, Eskayef Bangladesh Ltd., Opsonin Chemicals, Renata Ltd., Essential Drugs Co. Ltd. etc. with good reputation and loyalty.

2.6.1 Company General Information

Corporate Headquarter:
Square Center
48, Mohakhali C/A,
Dhaka-1212,
Bangladesh
Tel: (880)-2-8833047-56, 8859007 (10 Lines)

Unit

Dhaka Unit

The UKMHRA (United Kingdom Medicines and Healthcare Products Regulatory Agency) approved facility is about 50 km away in the north of the capital city. Bovis Lend Lease, UK designed this plant. This is a state of the art manufacturing facility for oral solid dosage forms and all facilities have been developed meeting the requirements of cGMP CFR 21. Dhaka Unit started its operation at the end of 2002.

Narayangonj Unit

Square Toiletries Ltd. is one of the largest fast-moving consumer goods (FMCG) companies in Bangladesh and is a subsidiary of Square Group. The company is marketing 20 brands in different segments like health and hygiene, oral care, hair care, fabric care etc. and producing more than 50 products. Major brands of the company are Jui, Chaka, Senora, Supermom, Magic, Sepnil, Kool, Meril Protective Care & Meril Baby. Square is also exporting its finished products to 13 countries- UAE, Germany, UK, Australia, Malaysia etc.

Cephalosporins Unit

Dedicated and state-of-the-art Cephalosporin'Manufacturing Facility is built as per the requirement of International GMP
standard like EMEA, UK MHRA and US FDA. This world class facility manufactures Cephalosporin antibiotics in Tablets, Capsules, Dry Syrup and
Inject able preparations.

Pabna Unit

Pabna Unit is the first manufacturing facility of Square Pharmaceuticals Ltd. and started operation in 1958. It is a modern plant that fully complies with WHO – cGMP Requirements. It has earned ISO 9001 Certificate in 1998, for which Auditor was Orion Registrar Inc., USA. Again, its Quality Management System upgraded to 2008 version in 2009.

Other Facilities

Animal Health Unit Pesticide Unit

API Unit

The plant was established in 1992 and started commercial production in 1995. Until 1996 it was involved only for the internal consumption of Square Pharmaceuticals Ltd. From the year 1997 it started its full-fledged production and
marketing to all top pharmaceuticals within the country including Aventis Pharma,
Novartis Bangladesh Ltd., ACI Ltd., Beximco Pharmaceuticals Ltd., The Acme Laboratories Ltd, Eskayef Bangladesh Ltd., Opsonin Chemicals, Renata Ltd., Essential Drugs Co. Ltd. and many more.

It is one of the largest manufacturers of pharmaceutical bulk products in Bangladesh. It is well equipped with modern machinery and has got the feasibility of reverse engineering of bulk drug under post WTO scenario.

2.6.2 Distribution Channel

Distribution Department at a Glance

Objective: Supply Right products in Right place in Right time

History: SPL opened first Depot at Barisal in 1995

Central Depot: Hospital Road, Salgaria, Pabna**.**

2.6.3 Business Information

The company's annual turnover exceeds $300 million [2].The sales turnover of SPL was more than Taka 7.5 Billion (US$ 107.91 million) with about 16.92% market share (April 2006– March 2007) having a growth rate of about 23.17%. It is exporting its pharmaceuticals and other products to around 30 countries of the world including Sri Lanka, Myanmar, Nepal Kenya, Libya, Sri Lanka, Vietnam, Afghanistan, Iraq, Ukraine and Yemen.

2.6.4 Listing

Stock Exchange
Feature company of Chittagong Stock Exchange (ID of SPL: 13002)
Listed Company list of Chittagong Stock Exchange

2.6.5 External links

Official Site of Square Pharmaceuticals Ltd
Career opportunity at Square Pharmaceuticals Ltd.
Insulin: better living with diabetes.

2.6.6 References

Square tops list of 10, Incepta second (by sales '09)
Bangladesh's largest Pharma Companies (by sales '08)
Squire currently is the no.1 company in the industry and enjoys over 12% market share

Factory: Salgaria Pabna, Dhaka Unit (2nd & 3rd)

Year of the Establishment: 1958

Status:- Public Limited Company

Business Line: Manufacturing and Marketing of Pharmaceutical Finished Products, Basic Chemicals, Agro-Vet Products and Pesticide Products.

2.7.1 Export Markets

Square pharmaceuticals are already supplying products to the following markets:

Europe: UK

Asia: Afghanistan, Bhutan, Cambodia, Hong Kong, Iraq, Macau, Malaysia, Myanmar, Nepal, Papua New Guinea, Sri Lanka, Tajikistan, The Philippines, Vietnam, Yemen

Africa: Comoros Islands, Eritrea, Gambia, Ghana, Kenya, Libya, Malawi, Mauritania, Mauritius, Mozambique, Niger, Rwanda, Sierra Leone, Somalia, Sudan, Tanzania

South America: Belize, Costa Rica, Guatemala.

2.7.2 Markets under Exploration

Asia: Iran, Iraq, Kuwait, Laos, Maldives, Mongolia, Qatar, Saudi Arabia, Thailand, UAE

Africa: Algeria, Botswana, Central African Republic, Chad, Ethiopia, Ivory Coast, Nigeria, Rwanda, South Africa

South America: Jamaica, Chili

Square Pharmaceuticals has invested in state of the art formulation plants aligned to regulated market standards. Four plants based on the Dhaka site can produce pharmaceutical products to the highest GMP specifications. These plants have been designed by internationally recognized firms and equipped with the best machines that can currently be found on the European and US markets.

Square Pharmaceuticals has also created quality systems and SOPs according to FDA and EU regulatory agencies specifications.

2.7.3 These four plants are:

General plant (approved by MHRA)
Cephalosporin plant (quality systems aligned to MHRA requirements, plant being prepared for EU regulatory agencies and FDA inspections)
BFS plant (quality systems aligned to MHRA requirements, plant being prepared for EU regulatory agencies and FDA inspections)
Biotech (insulin) plant under construction.

Chapter-03
Human Resource Management
(Theoretical Discussion)
SQUARE PHARMACEUTICALS LIMITED

3.1 Human Resource Management(HRM)

The process of hiring and developing employees so that they become more valuable to the organization is called Human Resource Management (HRM). The process of managing human resources to achieve the goal and objectives efficiently and effectively Human resource management includes conducting job analysis, planning personnel needs, recruiting, training, managing wages and salaries, evaluating performance, resolving disputes and communicating with all employees at all levels.

3.2 Basic Functions of HRM

 There are some basic functions in human resource management. These are called core functions of human resource management. These are given below:
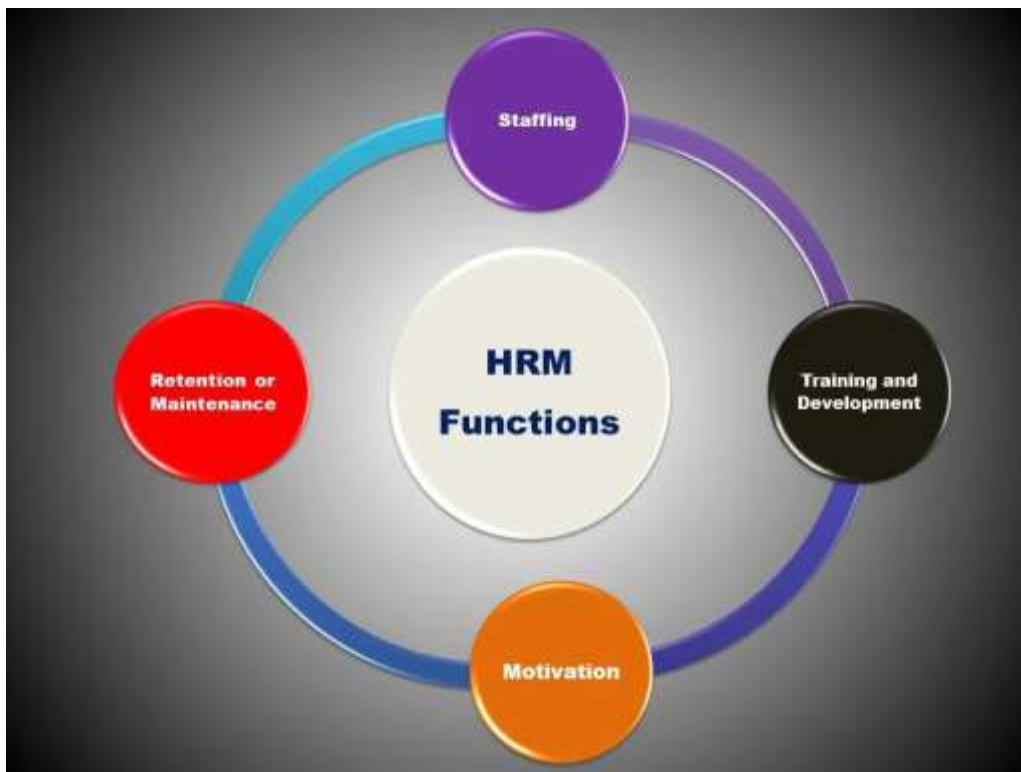
1. Acquisition or Staffing
The combination of some activities like human resource planning, recruitment, selection and socialization is called acquisition or staffing. To gather or collect human resources from different sources.
i. **Human Resource Planning** Determining organization's human needs is called human resource planning. The process by which an organization ensures that it has the right number and kind of people in the right places at the right time.
ii. **Recruitment:** Attracting a pool of candidates towards the organization for the job.
iii. **Selection:** Choosing the best candidate for the organization from a pool of candidates.
iv. **Socialization:** The process of informing and adapting with organization's rules and regulations for the newly appointed employees.

2. Training & Development
Training means altering behavior of employees. Increasing technical knowledge especially for newly appointed employees is called training. Training refers to the process of imparting specific skills. Increasing technical knowledge especially for newly appointed employees . It's a short term process. It is concerned towards job.

Development means increasing knowledge, skills and abilities. Increasing conceptual knowledge especially for mid or top level managers . Development refers to those learning opportunities designed to help employees grow. Development is not primarily skill-oriented. It is a long term process and concentrated towards career.

3. Motivation

Making people to do the job, the desire to do the job. The process of inspiring employees to do the assigned job is known as motivation. It is the combination of some activities like performance appraisal, reward and compensation, employee benefit etc.

4. Maintenance

The process of maintaining and retaining the employees within the organization is called maintenance. Activities in human resource management concerned with maintaining employee's commitment and loyalty to the organization.

3.3 Objectives of Human Resource Management

HRD can be defined as the branch of human resources management
The primary objective of human resource management is to ensure the availability of a competent and willing work force to an organization. Some other objectives are:

1. To reach the goal

2. Maintaining quality of working life

3. Proper or effective utilization of human resource

4. Providing organization well-trained people

5. Increasing job satisfaction

6. Ensuring mutual benefits or interests.

The ways an organization can gain competitive advantages through HRM
1. Selecting the right person
2. Training and Development
3. Motivation
4. Providing bonus and incentives
5. Ensuring of freedom
6. Providing job security
7. Ensuring working environment
8. Career growth and opportunities
9. Profit sharing
10. Worker's participation in management

3.4 Principles of Human Resource Management

1. Putting the right people on the right place at the right time

2. Treat people with dignity and respect

3. Make people feel that they are important

4. Do not underestimate the potential of individuals

5. Supply people with all relevant information

6. Reward should be earned not be given

7. Provide opportunities for growth and development

8. Ensure worker's participation in management

9. Provide training and development

3.5 Human Resource Planning

Human Resource Planning is the combination of two terms such as Human Resource and Planning. It is the process of planning about human resources. The process of determining of organization's human needs is called Human Resource Planning. The process by which an organization ensures that it has the right number and kind of people in the right places at the right time who are capable of performing their assign job efficiently and effectively

Objectives of Human Resource Planning

1. Consistency of action 6. Opportunity to locate talents and skilled person

2. Continuity of action 7. Eliminating all types of wastage

3. Achieving the target 8. Optimum utilization of human resource

4. Career growth and development 9. Coordinating different personal programs

5. Minimization of cost 10. Development of confidence

3.6 Human Resource Information System

A human resource information system (HRIS) is a systematic procedure for collecting, storing, maintaining, retrieving, and validating data needed by an organization about its human resources. The HRIS is usually a part of the organization's larger management information system (MIS). The HRIS need not to be complex or even computerized

Steps in Implementing an HRIS

1. Inception of data   8. Tailoring the system

2. Feasibility study   9. Collecting the data

3. Selecting a project team   10. Testing the system

4. Defining the requirements   11. Starting up

5. Vendor analysis   12. Running in parallel

6. Package contract negotiation   13. Maintenance

7. Training   14. Evaluation

3.8 Job Analysis

Job analysis is the process of collecting job related information. Such information helps in the preparation of job description and job specification. The process of fixing up minimum requirements, duties & responsibilities and wages or value of the job is known as job analysis. Job analysis is the combination of three terms:

1. Job Specification

The capabilities that the job-holder should possess form part of job specification. Education, experience, training, judgement, skills, communication and the like are a part of job specification. In short, minimum requirement of the job is called job specification.

2. Job Description

Job description involves- tasks and responsibilities tagged on to a job, job tittle, duties, machine, tools and equipment, working conditions and hazards form part of job description. In short, duties and responsibilities of the job is known as job description.

3. Job Evaluation

The job evaluation process starts with defining objectives of evaluation and ends with establishing wage and salary differentials. In short, fixing up the minimum worth or value of the job is called job evaluation.

Importance of Job Analysis

1. Specifying the minimum requirement

2. To know the potential candidates about duties and responsibilities

3. To fix up the compensation

4. To reduce turnover

5. Maintaining the organization's discipline

6. To minimize the cost of training

7. Retaining trained and expert employee

8. Minimizing the wastage of resources

9. Getting optimum productivity

10. Selecting the most suitable candidate

Steps of Job Analysis

1. Planning the job analysis

2. Preparing and communicating

3. Conducting the job analysis

4. Developing job description and specification

5. Maintaining and updating job description and job specification

Methods of Collecting Job Analysis Information

1. Observation (Data are gathered by watching employees' work)

2. Individual interview (Face to face conversation)

3. Questionnaire (A structured form of questions designed to collect information)

4. Diary (Maintaining a diary system to record day to day activities of employees)

Job Design

The arrangement or rearrangement of duties and responsibilities for a specific position is known as job design. It involves conscious effort to organize task, duties and responsibilities into a unit of work to achieve certain objective.

Techniques or Approaches of Job Design

1. Job Rotation (Sequential movement of employees from one job to another job)

2. Job Enlargement (Horizontal expansion of job duties and responsibilities)

3. Job Enrichment (Vertical expansion of job duties and responsibilities)

4. Job Engineering (Radical change in the job)

Process of Job Evaluation

1. Determining evaluation technique

2. Choosing evaluation committee

3. Training employees

4. Documenting evaluation plan

5. Communicating with employees

6. Setting up the appeal process

Chapter-04
Analysis of the study in
SQUARE PHARMACEUTICALS LIMITED:

4.1 Recruitment and Selection Process in SQUARE PHARMACEUTICALS LIMITED

SQUARE PHARMACEUTICALS LIMITED is looking for top-caliber people who want the flexibility and resources to grow in their career. If someone is that kind of person who has always stood out, they offer a place where one can continue to excel. SQUARE PHARMACEUTICALS LIMITED has thousands of diverse people from different cultures and backgrounds working in a variety of different jobs in different fields. Merit is the sole criteria for selection. Attitude is given as much weight age as functional competencies Panel interviews comprising of Functional Head & HR Head. Sources for recruitment are through campus, consultants, employee referrals, internal job postings and the internet. All positions involve written tests. Antecedent verification is an integral part of our recruitment process. Medical fitness is pre-requisite for all positions. They are an equal opportunity employer and do not discriminate on the basis of race, community, religion or sex.

Recruitment is an important part of an organization's human resource planning and their competitive strength. Competent human resources at the right positions in the organization are a vital resource and can be a core competency or a strategic advantage for it.

Recruitment is the process through which the organization seeks applicants for potential employment. Selection refers to the process by which it attempts to identify applicants with the necessary knowledge, skills, abilities and other characteristics that will help the company achieve its goals, companies engaging in different strategies need different types and numbers of employees. The strategy a company is pursuing will have a direct impact on the types of employees that it seeks to recruit and selection.

Source of recruitment

There are two kinds of source SQUARE uses for recruitment .They are

1. External source
2. Internal source.

We try to discuss all relative sources which are used for recruitment in SQUARE.

1. **Internal source**

Internal recruitment applies to the people working in the present organization. They are given a chance to apply for a given vacant position first. This may include a change in profile on the part of the employee. Internal recruitment is more economical and less time consuming for the company.

SQUARE thinks that current employees are a major source of recruits for all but entry-

level positions. Whether for promotions or for 'Lateral' job transfers, internal candidates already know the informal organization and have detailed information about its formal policies and procedures. Promotions and transfer are typically decided by operating managers with little involvement by HR department

4.2 Sources of Recruitments are given below

1. Job-posting programs

HR departments become involved when internal job openings are publicized to employees through job positioning programs, which informs employees about opening and required qualifications and invite qualify employees to apply. The notices usually are posted on company bulletin boards or are placed in the company newspaper. Qualification and other facts typically are drawn from the job analysis information.

The purpose of job posting is to encourage employees to seek promotion and transfers the help the

HR department fill internal opening and meet employee's personal objectives. Not all jobs openings are posted .Besides entry level positions, senior management and top stuff positions may be filled by merit or with external recruiting. Job posting is most common for lower level clerical, technical and supervisory positions.

2. Transfers

The employees are transferred from one department to another according to their efficiency and experience.

3. Promotions

The employees are promoted from one department to another with more benefits and greater responsibility based on efficiency and experience.

4. Upgrading & Demotion

Others are Upgrading and Demotion of present employees according to their performance.

5. Retired Employees & Retrenched Employees

Retired and Retrenched employees may also be recruited once again in case of shortage of qualified personnel or increase in load of work. Recruitment such people save time and costs of the organizations as the people are already aware of the organizational culture and the policies and procedures.

6. Dependents and Relatives of Deceased Employees

The dependents and relatives of Deceased employees and Disabled employees are also done by many companies so that the members of the family do not become dependent on the mercy of others.

Less Expensive.

Existing Employees Have Opportunity to enhance their career.

Further job opportunities may be created as a result of recruiting internally.

Organization can make use of its pool of existing worker.

Smaller pool of workers to choose from.

Less Opportunity to bring new skills, ideas and experience into the organization.

Lack of ownership of tasks due to employee expectations of moving on another job.

Lack of stability in work teams due to team members regularly moving to other positions.

2. External source

External recruitment has to do with external candidates applying for an available position. Naturally, the resources spent for the overall selection process are more.

When job opening cannot be filled internally, the HR department of SQUARE must look outside the organization for applicants. We discuss all the external source of recruitment at bellow:

1. Walk-ins and Write-ins

Walk-ins are some seekers who arrived at the HR department of SQUARE in search of a job; Write-ins are those who send a written enquire .both groups normally are ask to complete and application blank to determine their interest and abilities. Usable application is kept in an active file until a suitable opening occurs or until an application is too old to be considered valid, usually six months.

2. Employee referrals

 Employees may refer job seekers to the HR department .Employee referrals have several advantages .Employees with hard –to –find job skill may no others who do the same work.

Employees referrals are excellent and legal recruitment technique, but they tend to maintain the status quo of the work force in term of raise , religions , sex and other characteristics , possibly leading to charges of discrimination.

3. Advertising

Want ads describe the job and the benefits, identify the employer, and tell those who are interested how to apply .They are most familiar form of employment advertising .for highly specialist requites, ads may be placed in professional journal or out of town newspaper in areas with high concentration of the desired skills

4.3 Press Advertisement

Advertisements of the vacancy in newspapers and journals are a widely used source of recruitment. The main advantage of this method is that it has a wide reach

Example:

General Manager- production (ref: PM)

-Age: 28-35 years; Graduate with specialization in garment mfg technology from NIFT or equiv.

-Minimum 10 years' experience in similar position of a unit with a minimum of 1000machines.

-Must have detailed hands on knowledge of industrial engineering.

We offer competitive salary which is commensurate with experience and qualification.

If you aspire to an exciting and rewarding career, send your detailed resume, quoting your present and expected salaries to jobs

4. Internet

Now today nobody thinks anything without internet. So, SQUARE give their advertisement at internet.

Example:

www.bdjobs.com

www.prothomalojobs.com

5. Educational Institutes

Various management institutes, engineering colleges, medical Colleges etc. are a good source of recruiting well qualified executives, engineers, medical staff etc. They provide facilities for campus interviews and placements. This source is known as Campus Recruitment.

Selection is the process of choosing Individuals who have the necessary
qualifications to perform a particular job well.

Selection Process

There are eight steps in selection process are given below:

Hiring decision

Realistic job previous

Supervisory interview

 Medical evaluation

 References & background checks

 Selection interview

 Employment tests

 Preliminary reception of application

First the selection criteria are established usually on the basis of current &

Sometime structure job requirement

These criteria include such items as knowledge, education, skills & experience.

The candidate is requested to complete an application form. e

A screening interview is conducted to identify the more promising candidate's.

Additional information may be obtained by testing the candidate's qualifications for the position.

Formal interviews are conducted by the manager his or her superior & other persons with in the organization.

The information provided by the candidate is checked & verified.

A physical examination may be required.

On the basis of the result of previous steps. The candidate is either offered the job or informed that he or she has not been selected for the position.

4.4 E –Recruitment of Square Pharma

Related links:-

E- Recruitment

HR Practices & climates

Training & Employee development in Square

Available jobs

New user registration.

E-Recruitment

The buzzword and the latest trends in recruitment is the **"E-Recruitment".** Also known as

"Online recruitment", it is the use of technology or the web based tools to assist the recruitment processes. The tool can be either a job website like naukri.com, the organization's corporate web site or its own intranet. Many big and small organizations are using Internet as a source of recruitment. They advertise job vacancies through worldwide web. The job seekers send their applications or curriculum vitae (CV) through an e-mail using the Internet. Alternatively job seekers place their CV's in worldwide web, which can be drawn by prospective employees depending upon their requirements.

The internet penetration in India is increasing and has tremendous potential. According to a study by NASSCOM – "Jobs is among the top reasons why new users will come on to the internet, besides e-mail." There are more than 18 million resume's floating online across the world.

Job portals

I.e. posting the position with the job description and the job specification on the job portal and also searching for the suitable resumes posted on the site corresponding to the opening in the organization.

Creating a complete online recruitment/application section in the company's own website. Companies have added an application system to its website, where the 'passive' job seekers can submit their resumes into the database of the organization for consideration in future, as and when the roles become available.

Resume Scanners

Resume scanner is one major benefit provided by the job portals to the organizations. It enables the employees to screen and filter the resumes through pre-defined criteria's and requirements (skills, qualifications, experience, payroll etc.) of the job.

Job sites provide a 24*7 access to the database of the resumes to the employees facilitating the just-in-time hiring by the organizations. Also, the jobs can be posted on the site almost immediately and is also cheaper than advertising in the employment newspapers. Sometimes companies can get valuable references through the "passers-by" applicants. Online recruitment helps the organizations to automate the recruitment process, save their time and costs on recruitments.

Online recruitment techniques

Giving a detailed job description and job specifications in the job postings to attract candidates with the right skill sets and qualifications at the first stage.

E-recruitment should be incorporated into the overall recruitment strategy of the organization.

A well defined and structured applicant tracking system should be integrated and the system should have a back-end support.

Along with the back-office support a comprehensive website to receive and process job applications (through direct or online advertising) should be developed.

Therefore, to conclude, it can be said that e-recruitment the "Evolving face of recruitment."

4.5 Training & Development in Square Pharmaceuticals Ltd

Our Training & Development enables our people to enhance their skills, keep them updated with recent changes. We offer both on-the-job and off-the- job at both theoretical and practical training opportunities through a range of Local, Regional and International Training programs that include both functional and managerial levels on the basis of Training Need Assessment. Training Need Analysis (TNA) is conducted by Department Heads and Human Resource Department jointly on the basis of job analysis.

Management Development Training

Round the year, management development training is organized for managers & executives at our Corporate Headquarters, Dhaka Unit & Pabna Unit. Our own and renowned resource persons from home & abroad conduct the training sessions. We also send our employees to renowned local training institutes for specialized training.

Overseas Training

We send our employee to abroad for training program depending on availability of appropriate topics. Technical persons of our factories attend the Factory Assessment Test (FAT) in various parts of the world for smooth operation of equipment.

Field Forces Training & Development

Each year, a significant number of Field Forces complete their induction training program and joined to their respective markets and appear at examination in every month for further development.

Field Forces Refresher Course

For updating product knowledge and selling skills of field forces, Refresher Course is organized in four different regions in every month.

Territory Manager Training

Twice in every year, mid-level managers of sales participate in the training program titled "Sales Territory Management" at a regular basis.

Distribution
Every year a number of Distribution Assistants (DA), Data Entry Operators (DEO) go under induction training program immediately after initial recruitment.

Each month, Refresher course for DA, Driver and Packers is organized in two different depots for updating their knowledge.

Other Activities

Students of various universities are placed as Interns in different departments. Significant number of students completed their In-Plant Training in our Plants. Coordinating factory visit for different government and Institutions. All newly joined executives go through a structured Orientation Program. We conduct health, Hygiene & different awareness program for our colleagues.
We conduct training on different compliance parameters for our factory colleagues.

4.6 Performance Appraisal in Square Pharmaceuticals Ltd

Performance appraisal is the process of assessing employee's past performance, primarily for reward, promotion and staff development purposes.

'Performance appraisal (is) a process that identifies, evaluates and develops employee performance to meet employee and organizational goals.

Performance Appraisal doesn't necessarily use to blame or to provide a disciplinary action. Previous management theories used to view performance appraisal as a stick that management has introduced to beat people. Performance appraisals are now more clarified and they concentrate on developing organizational strengths and employee performance.

Performance Appraisal Process

Who Appraises

• Supervisors
• Subordinates
• Peers
• Clients/customers
• Self appraisal
• 180/360 degree approach

Approaches to measuring performance in SQUARE textile

There are various kind of method for measuring performance appraisal. But we get information that SQUARE uses only three type of performance method. These are at below:

1. 360- degree feedback
2. Experience based.

We describe those at below

1.**360-degree feedback**

One currently popular methods of performance appraisal is called 360-degree feedback. With this method managers peers, suppliers or colleagues are ask to complete questionnaire. The questionnaires are generally lengthy.

2. **Experience based**

SQUARE measure the performance of employee by experience. For example MR. X has been working in SQUARE for three years and MR. Y has been working in SQUARE for two years. So SQUARE favor MR. X for his more experience.

4.7 Benefits of Square Pharmaceuticals Ltd

Employee benefits & services were formerly known as fringe benefits and these benefits were primarily the in-kind payments employees receive in addition to payments in the form of money.

In addition to paying employees fairly and adequately for their contributions in the performance of their jobs, organizations assume a social obligation for the welfare of employees and their dependents

Employees benefits are usually inherent components of the non-compensation system are made available to employees that provide:

Protection in case of health & accident
Income upon retirement & termination

These benefits are components that contribute to the welfare of the employee by filling some kind of demand.

Legally required benefits of SQUARE

Social Security

Social security benefits include the general benefits like unemployment insurance & benefits, old age insurance, and Medicare facilities.

Workers' Compensation
Worker's compensation includes the compensation when an employee becomes injured or disable due to extreme working conditions or while working at the job site.

Family & Medical Leave
Family leave includes the compensation continuation during the family leave such as maternity or paternity leave and other family leave.
Old age, Survivor, Disability Insurance requirements for getting compensation:
Earn 40 quarters of credit, or
Be employed for 10 years
Be age 62 for partial benefits
Be age 65 for full benefits
Now the age has been extended to age 67 because more and more workers are retiring late.

Medicare

Depends on the country's policy, medicare facilities are generally government services to citizens. Organizations add some value to medicare facilities. In some countries medicare is financed together by employees' tax, employers and the government.

Provided insurance coverage for

Hospitalization - Covers inpatient & outpatient hospital care & services.
Major Doctor bills – Charges of visiting a doctor or specialist.
Prescription drug costs.
Provides unlimited in-home care in certain situations.

Workers' Compensation

Workers' compensation is a legally required benefit is included in the compulsory disability laws of many countries. Mostly, employer is seen liable regardless of the fault.

Objectives of Workers' compensation:
Provide income & medical benefits
Reduce litigation
Eliminate legal fees & time
Encourage employer safety
Promote accident study & avoidance
Workers' compensation claims
Injury
Occupational disease
Death

Workers' compensation benefits
Medical services
Disability income
Death benefits
Discretionary Benefits

Discretionary benefits are judgment based benefits that the organization provides to its employees. These benefits are not legally required benefits but enhances Organizational culture and corporate image.

Benefits include:
Protection programs
Pay for time not worked
Other services

Pay for time not worked

Holidays

Vacations

Funeral leave

Marriage leave

Sick leave

Stress leave

Blood donation or welfare work

Personal leave

Sabbatical leave/ For Muslims, leave after death

Other religious leaves such as pilgrimage or preaching

4.8   Recruitment & Selection Process in Square Pharmaceuticals Ltd

HR Executive

This is the basic or entry level of HR job that is given to any graduate and fresher. The HR executive in small organization will have to look after the entire work of HR but on the other hand in larger organizations the HR is sub divided into various departments. There the role of each HR executive is clearly defined. HR executive in HR jobs can be in recruitment, performance appraisal and compensation, training departmental.

Recruitment Executive

The initial screening of the candidate is done by the recruitment executive. He or she takes the interview of the candidate to check if s/he is suitable for the particular job or not. Here the communication and written skills of the candidates are checked. Recruitment executive asks certain basic question like name, previous experience, strength and weakness, education back ground etc. Based on this candidates are selected and sent for the technical or any further round.

Requisition Raised by

Supervisor or Manager of the specific department submit the requisition proposal if needed to the main HR department of the certain organization.

Receiving of Requisition

When any department need for hiring a person then they go to HR Division and request the to hire a person for any specific post. Then Human Resource Department verify the request or requisition and justify is the post or person Is necessary for the firm or not. If they feel it necessary then they will propose it to Chairman/Vice chairman/MD for further necessary steps.

Advertisement

When Chairman/Vice chairman/MD approved that requisition after that HR department give the advertisement any daily newspaper or Website. Example: BD.Jobs, Prothomalo jobs. .Sometime Square gives the advertisement internal to collect employees for executive Post. Because sometime they want to hire employees from their internal source.

Last date of CV collection

At the time of advertisement Human Resource department
Fixed the last date of CV submission. After sorting out the CV they make a list of
applicants and call them for written test.

Submission of Question for Written Test

When Square Human Resource Department called to them a written test. After that HR department make the question for written test exam. The Human Resource Department submits that question.

Date of written test

They will fixed date for exam and let the applicant know about the date. After one or two day Human Resource Department publish the result on notice board.

Result of written test

After the written test result they prepare a short list for VIVA. Human Resource Department called those person that they are selected for viva. So contract with office at a specific given time.

Date of viva voice

Before conducting viva SQUARE, use short message service
(sms) and call service to confirm the applicants the date of viva voce. After
completing viva Human Resource Department publish the viva result next day.

Result of viva voice

That the viva voice result Human Resource Department select the candidates for the specific post.

MD's. Approval

Then Human Resource Department sends this result to Chairman/Vice chairman/MD for his or her approval.

Handover the offer lette

After getting approval from MD/CH they called theselected applicant and give them their offer letter.

Medical Test
A medical test is a kind of medical procedure performed to detect,
Diagnose, or evaluate disease, disease processes, susceptibility, and determine a
course of treatment. Then it is requested to the candidates that they please go to
Square hospital and do a free medical test.

Receiving Medical report

After one days HRD receive the medical test report from Square Hospital.

Appointment letter

When HR department verify the medical report after that They are given appointment letter to the selected candidates for that executive post.

Joining (as per joining window between 25th to 10th dates)

All selected candidates have to join between 25th to 10th of every month.

Total Time

Human Resource Department this recruitment and selection process (Executive Post) all processing completed within one month.

Orientation

After that Human Resource Department doing the Orientation at Pabna unit, Dhaka Unit or CHQ for selected people

Chapter-05
Findings

Findings

No proper Background Check. Work history and academic history verification prior selecting an employee is highly important in order to avoid any problems in the future.

Without background check someone can easily get into the job by showing some fake or duplicate documents.

Insufficient Transportation access : it is found most of the time that the employees are not getting transportation as per their promise while entering the organization due to the shortages of bus and some are found complaining taking different routes in whatever bus they got to sit because of its being empty and has to take a huge hassle

There are no adequate guidelines regarding the budget amount of recruitment and selection. At the start of the fiscal year, a certain amount of the budget is disbursed to the resource planning unit on the basis of an assumption, but they don't verified whether the budget is sufficient or not.

Recruiting and selecting in the SPL is a long process. More specifically, the selection process, as the whole process goes through the decentralized decision- making process which takes longer to complete the entire selection process

The HR department can't search for the external and internal sources to call at CV's from more candidates

The HR department can less revise their policies regarding recruitment and selection as the policies are not being beneficial for the organization now.

Chapter-06
Recommendations and Conclusion

Recommendations

Proper Background Check. Work history and academic history verification prior selecting an employee is highly important in order to avoid any problems in the future.

There will be fixed guidelines regarding the budget amount of recruitment and selection

SPL must complete the recruitment and selection process as soon as possible to acquire qualified employees before entering another location The short duration of the Recruitment and selection

 Process would not only increase the efficiency of human resource management

Recruiting and selecting in the SPL must be short processing that quality candidate to join the jobs.

The HR department needs to search for more external and internal sources to call at CV's from more candidates.
The HR department needs to revise their policies regarding recruitment and selection as the policies are not being beneficial for the organization now.

Each qualified candidate should be given the opportunity to participate in the written test and all other selection procedures, as a random selection of candidates may underestimate the right candidates.

Conclusion

The study "Recruitment and Selection Process of Square Pharmaceuticals Limited (SPL)" under HRD revealed that people are most valuable resources for the progress of the organization. For the development of these valuable resources there are many factors involved. Recruitment and selection process play an important role. To increase the productivity of an organization effective, dynamic recruitment and selection process is essential.

"Square Pharmaceuticals Limited" practices a progressive recruitment and selection procedures. HR personnel of Square Pharmaceuticals Limited are now expected to work beyond the boundaries of contracts and policies to contribute directly to the operation and success of the Human Resources Department.

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