Internship report on evaluation of human resource management policies and practices of Doctor Tims Pharmaceuticals Ltd.

Rafsan, Abdullah-Ar
Daffodil International University

http://hdl.handle.net/20.500.11948/1420
Downloaded from http://dspace.library.daffodilvarsity.edu.bd, Copyright Daffodil International University Library
INTERNERSHIP REPORT

On


Date of Submission: 18 February 2015

©“Daffodil International University”
INTERNSHIP REPORT

On


Prepared to
Sheikh Abdur Rahim
Assistant Professor and Head
Department of Real Estate and Department of Commerce
Faculty of Business & Economics
Daffodil International University

Prepared By
Abdullah-Ar-Rafsan
BBA 28th Batch
ID No. 111-11-1892
Faculty of Business and Economics
Daffodil International University

Date of Submission: 18 February 2015
Letter of Transmittal

Date: 18 February 2015
Sheikh Abdur Rahim
Assistant Professor and Head
Department of Real Estate and Department of Commerce
Faculty of Business & Economics
Daffodil International University
102, Sukrabad, Mirpur Road, Dhaka- 1207


Dear Sir,

With due respect and humble submission I am submitting my internship report on "Evaluation of Human Resource Management Policies and Practices of Doctor Tims Pharmaceuticals Ltd." as per our BBA program requirements. I have been placed in Doctor Tims Pharmaceuticals Ltd. as a Human Resource Executive. I worked over there in Human Resource department from 1\textsuperscript{st} November 2014 to January 30, 2015. I have prepared this report based on the data and information which I have worked over. I have given special attention on HR & Admin Section of this institution but gather experience from all departments as a intern employee. It would be pleasure for me if this report can serve its purposes and I will be available to explain any queries if you feel necessary.

Sincerely yours,

(Abdullah-Ar-Rafsan)
BBA 28\textsuperscript{th} Batch
ID No. 111-11-1892
Faculty of Business and Economics
Daffodil International University

©“Daffodil International University”
Letter of Authorization

Date: 18 February 2015
Sheikh Abdur Rahim
Assistant Professor and Head
Department of Real Estate and Department of Commerce
Faculty of Business & Economics
Daffodil International University
102, Sukrabad, Mirpur Road, Dhaka-1207

Subject: Declaration regarding the validity of the Internship Report.

Dear Sir,
I also confirm that the sole intention of preparing this report is only to meet academic requirement not for other purposes. It will not act anything that will hamper the secrecy and interest of that institute.

I also declare that the Report is an original work and not copied from others.

Sincerely yours,
(Abdullah-Ar-Rafsan)
BB A 28th Batch
ID No. 111-11-1892
Faculty of Business and Economics
Daffodil International University.

(ii)

©“Daffodil International University”
Letter of Acceptance

This is to certify that Abdullah-Ar-Rafsan, ID: 111-11-1892, Program: BBA, Major: Human Resource Management is a regular student of the department of Business Administration under the faculty of Business and Economics, Daffodil International University. He has successfully completed his internship program at the Doctor Tims Pharmaceuticals Ltd. and he has prepared his internship report under my supervision. I think that the report is worthy of fulfilling the partial requirements of BBA degree at Daffodil International University.

I wish him happiness, good health and every success in life.

.................................................................
Sheikh Abdur Rahim
Assistant Professor and Head
Department of Real Estate and Department of Commerce
Faculty of Business & Economics
Daffodil International University
102, Sukrabad, Mirpur Road, Dhaka-1207.
Acknowledgement

At the very beginning I would like to express my deepest gratitude to almighty Allah for giving me the strength and the composure to finish the task within the schedule time. I have the pleasure to declare that I am fortunate to get the cordial guidance and supervision from Sheikh Abdur Rahim Sir, Assistant Professor and Head, Department of Real Estate and Commerce, Faculty of Business and Economics, Daffodil International University. My heartiest gratitude to him for giving me valuable suggestions to complete the whole thing in a right manner.

My thanks and gratitude to the authority of Doctor Tims Pharmaceuticals Ltd. to allow me to complete my Internship at their institute. I would like to express my indebtedness to Sayeedul Hasan Tariq (Director of Admin, Dhaka Office), I am also thankful to Hasiba Islam, who gave special attention to me right from the very beginning of my stay at Doctor Tims Pharmaceuticals Ltd. Lastly I like to give many special thanks and inexpressible greets to my both senior and fellow BBA students for giving me good advice suggestion and for inspiring me in some cases. Thanks for all from the core of my heart.
Preface

Practice makes a man perfect. In order to earn something more, one has to cultivate his field of study. The study entitled "Evaluation of Human Resource Management Policies and Practices of Doctor Tims Pharmaceuticals Ltd." is an attempt to evaluate the causes and ways of removing this problem and get suggestion about this aspect.

I express my gratitude to my honorable teacher Sheikh Abdur Rahim Assistant Professor and Head, Department of Real Estate and Commerce, Faculty of Business and Economics, Daffodil International University. The success of this report greatly depends on his sincere supervision. I would like to convey my sincere gratitude to the head of HRM & other office employees of the Doctor Tims Pharmaceuticals Ltd. who have extended their fullest co-operation during the period of my internship.

However, I personally remain responsible for my any shortcoming in my report. My effort will be meaningful if the report serves the purpose effectively.
Executive Summary

Bangladesh is a developing country in south Asia. Its economy depends mostly on agriculture. In the earliest period jute and tea industry were very raising industry. But the scenario is changed. Now our economy mostly depends on Ready Made Garments industry. Apart from Garments industry, Pharmaceuticals industry is a raising industry in Bangladesh. So the scenario is changing. Now there are 267 registered pharmaceutical companies in our country but 195 are in operation. Most of them are local, but there are also some multinational and joint venture companies operating their business in our country. They are also contributing to earn foreign exchange in our country. Doctor Tims Pharmaceuticals Ltd. is one of the leading pharmaceuticals company in Bangladesh. Its corporate headquarters is at The Sterling,# 04-03,1001 Bulkit Timah Road, Singapore – 596288. and its production sites at BSCIC, Konabari Gazipur, Bangladesh. Modern sophisticated machineries and highly qualified and skilled professionals are the main instrument for this Doctor Tims Pharma’s success. In this report we have gone through the overall HR policies and practices of Doctor Tims Pharmaceuticals Ltd. Doctor Tims Pharma’s HR functions like Recruitment & Selection, Training & Development, Compensation & Benefit and Employee Relation are very systematic and legal. Doctor Tims Pharmaceuticals Ltd. always tries to recruit efficient candidates for the vacant position. They provide management development training, overseas training, and manager training, training and on the job training and off the job training, basic training and advanced training etc. Doctor Tims Pharmaceuticals Ltd. concentrates on employee development as well. They provide appropriate compensation and benefits like basic salary, over time, gratuity, different types of bonus etc. It has found that Doctor Tims Pharma’s HR policies and practices are systemic and sound enough but not yet fulfill the requirements. Remove misunderstanding and provide training and appropriate compensation when any accident occurs, authority should cooperate their employees solving the problems. That is the way they should follow to improve and expand its business.
# Table of Contents

<table>
<thead>
<tr>
<th>SL No.</th>
<th>Topics</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Letter of Transmittal</td>
<td>i</td>
</tr>
<tr>
<td></td>
<td>Letter of Authorization</td>
<td>ii</td>
</tr>
<tr>
<td></td>
<td>Letter of Acceptance</td>
<td>iii</td>
</tr>
<tr>
<td></td>
<td>Acknowledgement</td>
<td>iv</td>
</tr>
<tr>
<td></td>
<td>Preface</td>
<td>v</td>
</tr>
<tr>
<td></td>
<td>Executive Summary</td>
<td>vi</td>
</tr>
<tr>
<td></td>
<td><strong>Chapter-1 Introduction</strong></td>
<td>1</td>
</tr>
<tr>
<td>1.1</td>
<td>Introduction</td>
<td>2</td>
</tr>
<tr>
<td>1.2</td>
<td>Scope of the Study</td>
<td>3</td>
</tr>
<tr>
<td>1.3</td>
<td>Objectives of the Study</td>
<td>3</td>
</tr>
<tr>
<td>1.4</td>
<td>Methodology of the Study</td>
<td>3</td>
</tr>
<tr>
<td>1.4.1</td>
<td>Data Sources</td>
<td>4</td>
</tr>
<tr>
<td>1.4.2</td>
<td>Data Collection Methods</td>
<td>4</td>
</tr>
<tr>
<td>1.4.3</td>
<td>Data Analysis Technique</td>
<td>4</td>
</tr>
<tr>
<td>1.5</td>
<td>Limitations of the Study</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td><strong>Chapter-2 COMPANY PROFILE</strong></td>
<td>6</td>
</tr>
<tr>
<td>2.1</td>
<td>Brief History of Doctor Tims Pharmaceuticals Ltd.</td>
<td>7</td>
</tr>
<tr>
<td>2.2</td>
<td>Vision and Goals</td>
<td>7</td>
</tr>
<tr>
<td>2.3</td>
<td>Mission</td>
<td>8</td>
</tr>
<tr>
<td>2.4</td>
<td>Purpose</td>
<td>8</td>
</tr>
<tr>
<td>2.5</td>
<td>Organization Chart</td>
<td>9</td>
</tr>
<tr>
<td>SL No.</td>
<td>Topics</td>
<td>Page No.</td>
</tr>
<tr>
<td>-------</td>
<td>---------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td></td>
<td>CHAPTER -3 ANALYSIS</td>
<td>10</td>
</tr>
<tr>
<td>3.1</td>
<td>History of Human Resource Management</td>
<td>11</td>
</tr>
<tr>
<td>3.2</td>
<td>Meaning of Human Resource Management</td>
<td>12</td>
</tr>
<tr>
<td>3.3</td>
<td>Modern Concept of Human Resources</td>
<td>12</td>
</tr>
<tr>
<td>3.4</td>
<td>Functions of HRM</td>
<td>13</td>
</tr>
<tr>
<td>3.4.1</td>
<td>Functions of HRM in Doctor Tims Pharmaceuticals Ltd.</td>
<td>14</td>
</tr>
<tr>
<td>3.4.2</td>
<td>Definition of Recruitment</td>
<td>16</td>
</tr>
<tr>
<td>3.4.3</td>
<td>Definition of Selection</td>
<td>17</td>
</tr>
<tr>
<td>3.4.4</td>
<td>Definition of Training</td>
<td>18</td>
</tr>
<tr>
<td>3.4.5</td>
<td>Definition of Development</td>
<td>19</td>
</tr>
<tr>
<td>3.5</td>
<td>Importance of HRM</td>
<td>19</td>
</tr>
<tr>
<td>3.6</td>
<td>Why HRM role is Important to the Business?</td>
<td>21</td>
</tr>
<tr>
<td>3.7</td>
<td>Why HRM is Important to the Organization?</td>
<td>22</td>
</tr>
<tr>
<td>SL No.</td>
<td>Topics</td>
<td>Page No.</td>
</tr>
<tr>
<td>-------</td>
<td>--------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td></td>
<td><strong>CHAPTER-4</strong> FINDINGS, RECOMMENDATIONS AND CONCLUSION</td>
<td>24</td>
</tr>
<tr>
<td>4.1</td>
<td>Findings of the Study</td>
<td>25</td>
</tr>
<tr>
<td>4.2</td>
<td>Recommendations</td>
<td>26</td>
</tr>
<tr>
<td>4.3</td>
<td>Conclusion</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>References</td>
<td>28</td>
</tr>
</tbody>
</table>
Chapter– 01

INTRODUCTION
1.1 Introduction

Doctor Tims Pharmaceuticals Ltd. is one of the leading and fast growing pharmaceutical companies in Bangladesh, involved in the service to the nation and mankind by manufacturing and marketing ethical finished pharmaceuticals having belief in super quality. Established in 2013. The company has a very big manufacturing facility located at BSCIC, Konabari Gazipur, Bangladesh. Since its inception, Doctor Tims Pharmaceuticals Ltd. has been launching new and innovative drugs in the Bangladeshi market. The company produces various types of dosage. As an integrated healthcare solutions provider the company's product basket covers different therapeutic areas that includes gastro-intestinal, analgesics, anti-infectives and antibiotics drugs. Beyond the manufacture of medications, Doctor Tims Pharmaceuticals Ltd. also conducts research and development in order to fulfill unmet demand of the medical community in Bangladesh and abroad. Its operational area covers all over Bangladesh with a large number of field forces who strive hard to establish the demand of products of the company in every corner of the country. The company maintains four outside Depots located at Rangpur, Bogra, Chittagong and Sylhet besides its National Distribution Cell in Dhaka. Doctor Tims Pharmaceuticals Ltd. has 4 depots with more than 150 people working in Distribution Department. The Sales Team has now become reasonably big with 200 people in the field. Besides local market Doctor Tims Pharmaceuticals Ltd. has been successful to explore Export market. Doctor Tims Pharma’s aim is to achieve business excellence through quality by satisfying customer expectations. This company follow Quality Management System to ensure consistent quality of products. It also meet all National Regulatory Requirements in its business affair and follow Good Manufacturing Practices (GMP) as recommended by World Health Organization (WHO) for its pharmaceutical operations. The management of Doctor Tims Pharmaceuticals Ltd. is dedicated to its commitment of quality and all employees of the organization follow documented procedures to ensure quality standards. Strength of this company is fully dedicated and quality team of professionals. The Human Resources of the company are asset and they are regularly trained for the continuous improvement of work methods. The company sells its products in Bangladesh and also started to begin exporting to both developed and developing countries around the world.
1.2 **Scope of the Study**

This study covers the HRM Policies and Practices of Doctor Tims Pharmaceuticals Ltd. along with some recommendation to improve the HRM policies and practices of the company. By preparing this report we can compare the theoretical Knowledge which will be more helpful for us in our practical professional life.

1.3 **Objective of the Study**

The objectives of the study are as follows:

(i) To investigate the human resource management policies of Doctor Tims Pharmaceuticals Ltd.

(ii) To explore the human resource management practices of Doctor Tims Pharmaceuticals Ltd.

(iii) To find out the gap between human resource management policies and practices of Doctor Tims Pharmaceuticals Ltd.

(iv) To recommend some suggestions to overcoming the gap between human resource management policies and practices of Doctor Tims Pharmaceuticals Ltd.

1.4 **Methodology of the Study**

This report has been prepared on the basis of experience gathering during the period of internship. The study requires systematic procedure from selection the topic. To conduct the study, Data sources are to be identified and collected, there to be classified, analyzed, interpreted and presented in a systematic manner and key points are to be formed out. In addition everyday instruction with employees of the company has proved to be an extremely effective source and method for receiving information.
1.4.1 Data Sources

a) Primary Source: Human Resources Department.

b) Secondary Sources: Web-site and Other Official document.

1.4.2 Data Collection Methods

The primary data has been collected through the following sources:

➢ personal Observation
➢ Discuss with Manager, Human Resource Department.
➢ Discuss with senior executive of Training and Development.

The primary data has been collected from the following ways:

➢ Annual report of the company
➢ Consultation of related book and publications.
➢ Different statement.
➢ Internet.

1.4.3 Data Analysis Techniques

In the study, the data has been analyzed through Microsoft Office Package®.
1.5 Limitations of the Study

This is time and effort consuming endeavor; despite my full time employment status I have tried my level best to bring every aspects of the selected topic.

Despite my heartiest try I have found some information unavailable, which could enrich my report. I have also found that time and opportunities are some factors that created hindrance in completion of the paper.

On the other hand the Human Resource Department is the most confidential department for any organization. Unavailability of the data is another limitation of my study.

This report aimed at providing a comprehensive picture of the whole situation, but some aspect without knowingly may have missed, I apologize in advance and request for advice and support so that the errors can be corrected on a timely basis and my knowledge level can be enriched.
Chapter– 02

COMPANY PROFILE
2.1 Brief History of Doctor Tims Pharmaceuticals Ltd.

Doctor Tims Pharmaceuticals Ltd. is one of the best kinds of company in the pharmaceutical industry in Bangladesh which manufacturing branded generic products for local and overseas market. Doctor Tims Pharmaceuticals Ltd. imported raw materials from Singapore-based American company ACETO PTE LTD. Doctor Tims Pharmaceuticals Ltd. adopting the most recent technology to formulate and to produce generic formulation ensuring optimum quality compared to the international brands.

Doctor Tims Pharmaceuticals Ltd. has established a state-of-the-art manufacturing plant in Bangladesh, located at BSCIC, Konabari Gazipur, Bangladesh. The Head Office of Doctor Tims Pharmaceuticals Ltd. located at Doreen House# 8A/10, Road#13, Dhanmondi, Dhaka-1209 And It’s Corporate Office located at The Sterling, # 04-03, 1001 Bulkit Timah Road, Singapore – 596288. Doctor Tims Pharmaceuticals Ltd. started its operation in 2013.

2.2 Vision and Goals

The visions for Doctor Tims Pharmaceuticals Ltd. are to have a sustainable growth in terms of output and quality and to make a significant contribution towards the betterment of the workforce in the company.

Doctor Tims Pharmaceuticals Ltd. is engaged with strategic marketing process which involves building customer relationships by creating and delivering superior customer value aiming to produce high customer equity. Doctor Tims Pharmaceuticals Ltd. successfully and efficiently blending skilled people, resources, organizational structure and decisions for implementing strategies at all levels.

Doctor Tims Pharmaceuticals Ltd. is continuously creating innovative idea to its every step of operation to add distinctiveness and competitiveness to the products and services.
2.3 Mission

To ensure the safety, efficacy and usefulness of our products.

2.4 Purpose

The mission of Human Resources is to maintain a fair, equitable, and positive work environment for all employees, in support of the mission of the organization. The purpose of having a human resources department are to establish, develop, maintain and communicate office-policies throughout the entire company and to represent, help, advise and consult with the employees, while keeping the overall best interests of the company in mind. A human resource department develops hiring-plans and recruiting-policies, handles compensation and salary administration. It also works for affirmative action and handles employee relations, separations, contracts, performance reviews, benefits and pension plans. Most human resource departments also develop official documentation, workplace ethics, employee handbooks, employee training programs, award/reward programs and community connections as well.
2.5 Organization Chart
Chapter – 0 3
ANALYSIS
3.1 History of Human Resource Management

Communication is the oldest existential phenomenon on earth. Well, if that's the case then human resource management would get the second place in the sibling hierarchy. In spite of being added as a subject in management courses fairly late, HRM has been a concept that was utilized ever since human beings started following an organized way of life. Some of human resource management's vital principles were used in prehistoric times. Like, mechanisms being developed for selecting tribal leaders. Knowledge was recorded and passed on to the next generation about safety, health, hunting, and gathering. 1000 B.C to 2000 B.C saw the development of more advanced HR functions. The Chinese are known to be the first to use employee screening techniques, way back in 1115 B.C. And turns out it was not Donald Trump who started "the apprentice" system. They were the Greek and Babylonian civilizations, ages before the medieval times.

Early human resource management, in general, followed a social welfare approach. It aimed at helping immigrants in the process of adjusting to their jobs and to an "American" life. Also, these techniques used to promote supervisory training to ensure an increase in productivity.

B.F. Goodrich Company was the pioneers in designing a corporate employee department to address the concerns of the employees in 1900. National Cash Register followed suit in 1902 by forming a separate department to handle employee grievances, record keeping, wage management and other employee-related functions. There was a shift in focus from workers efficiency to efficiency through work satisfaction, thanks to the Hawthorne studies around the 1930s to 1940s.

Between the 1960s and 1970s, the HRM movement gained further momentum due to the passing of several acts like the Equal Pay Act of 1963, the Civil Rights Act of 1964, the Employee Retirement Income Security Act of 1974 (ERISA), and the Occupational Safety and Health Act of 1970. Now, the HR department was the apple of the corporate'
eyes because, the corporate placed a lot of importance on human resource management to avoid plausible law suit.

So by the end of the 1970s, HRM had taken over the world! Almost all big and medium scale industries had a department to manage their recruitment, employee relations, record-keeping, salaries and wages, etc. Towards the 1980s, the importance of HR continued to intumesce for several reasons like increase in skilled labor, training, regulation compliance, dismissal, etc. The HR managers were the ones who did the hiring and the firing.

In today's date, HR has the same importance as the other departments, in some corporate, it has more. With the constant increase in education, technology and frequent fluctuations in economic status and structures, I believe, HR is the oldest, most mature and yet, the most efficient of all management styles.

3.2 Meaning of Human Resource Management

Human resource management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. In simple sense, HRM means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirement.

3.3 Modern Concept of Human Resources

Though human resources have been part of business and organizations since the first days of agriculture, the modern concept of human resources began in reaction to the efficiency focus of Taylorism in the early 1900s. By 1920, psychologists and employment experts in the United States started the human relations movement, which viewed workers in terms of their psychology and fit with companies, rather
than as interchangeable parts. This movement grew throughout the middle of the 20th century, placing emphasis on how leadership, cohesion, and loyalty played important roles in organizational success. Although this view was increasingly challenged by more quantitatively rigorous and less "soft" management techniques in the 1960s and beyond, human resources development had gained a permanent role within organizations, agencies and nations, increasingly as not only an academic discipline, but as a central theme in development policy.

3.4 Functions of HRM

According to Garry Dessler, HRM is the policies and practices that one needs to carry out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding and appraising.

Human Resource Management includes following aspects:

- Staffing
  - Recruitment
- Maintenance
- HRM
- Training & Development
- Motivation & empowerment
3.4.1 Functions of HRM in Doctor Tims Pharmaceuticals Ltd.

HRM functions of Doctor Tims Pharmaceuticals Ltd. are as follows:

I. Recruitment & Selection

Recruitment is the process of gathering a pool of candidates for an organizational vacancy. Selection is the process of short listing only the qualified candidates who are fit for the job. In terms of recruitment and selection it is important to consider carrying out a thorough job analysis to determine the level of skills/technical abilities, competencies, flexibility of the employee required etc. And HR at Doctor Tims Pharmaceuticals Ltd follows these criteria. Doctor Tims Pharmaceuticals Ltd policy of recruitment is very simple, if at any time there is a vacancy, due to retirement, resignation, if employees opted for the golden handshake or the death of an employee, the management of the branch will inform the head office about the vacancy. The head office will place an advertisement in all major newspaper with the all necessary information required to be furnished by the applicant. Doctor Tims Pharmaceuticals Ltd has this policy of not mentioning the name of the company in a job advertisement. Usually hiring takes place through outsourcing with a help of a third party. Final selection takes place after the candidate has been interviewed by the Manager of the department who requires the new employee and then the HR Manager. On the joining day, the employee has to submit the following documents to the HR Department:

- Joining Report
- Copies of educational and professional degrees/certificates
- Reference Letter
- Three copies of recent passport size photographs
II. Training & Development

Training & Development involves improving the knowledge, skills and abilities of the individuals. A continuous training is conducted inside the organization to improve the performance of the employee. There are two types of trainings conducted at Doctor Tims Pharmaceuticals Ltd:

- In-house Training
- External Training

In-house training is customized training which is only for Doctor Tims Pharmaceuticals Ltd employees.

External training is carried out through trainers in training institutes. Employees at Doctor Tims Pharmaceuticals Ltd are also trained in Singapore. Before training “Training Need Analysis” (TNA) is conducted by the manager of the department. And after the training feedback from the employee is taken.

III. Compensation & Benefits

A very effective way to retain an employee is to give him compensation and benefits. At Doctor Tims Pharmaceuticals Ltd following benefits are given:

- Medical Facility to employee and his/her parents
- Paid Vacations
- Accommodation Facility to energetic employees.

IV. Orientation

A newly hired employee is oriented so that he can get an idea about the organizational setup so that he may feel at home. At Doctor Tims Pharmaceuticals Ltd orientation plan covers the following points:

- Visits to different department of the company
- Company’s Policies, Rules and Regulations
3.4.2 Definition of Recruitment

Recruitment is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted.

The result is a pool of applicants from which new employees are selected.

According to Stephen P. Robbins,

“Recruitment is the discovering of potential applicants for actual or anticipated organizational vacancies. Or from another perspective, it can be looked at the linking activity bringing together those with jobs and those seeking jobs.”

---

**Fig: Recruitment Process**

© “Daffodil International University”
3.4.3 Definition of Selection

The selection process is a series of specific steps used to decide which recruits should be hired. The process begins when recruits apply for employment and ends with the hiring decision. According to Dale Yoder, “selection is the process by which candidates for employment are divided into two classes those who will be offered for employment and those who will not.

The selection process typically consists of eight (8) steps:

<table>
<thead>
<tr>
<th>Step-1</th>
<th>Step-2</th>
<th>Step-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial screening interview</td>
<td>Completing application form</td>
<td>Employment tests</td>
</tr>
<tr>
<td>Step-6</td>
<td>Step-5</td>
<td>Step-4</td>
</tr>
<tr>
<td>Conditional job offer</td>
<td>Background investigation</td>
<td>Comprehensive interview</td>
</tr>
<tr>
<td>Step-7</td>
<td>Step-8</td>
<td></td>
</tr>
<tr>
<td>Medical or physical examination</td>
<td>Permanent job offer</td>
<td></td>
</tr>
</tbody>
</table>

**Fig: Selection Process**
3.4.4 Definition of Training

Training consists of planned programs designed to improve performance at the individual, group and organizational or organizational levels. Improved performance in turn implies that there have been measurable changes in knowledge, skills, attitude and social behavior.

According to Griffen, “training usually refers to the teaching operational or technical employees how to do the job for which they are hired.”

<table>
<thead>
<tr>
<th>Training approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>On the job training</td>
</tr>
<tr>
<td>Class room lectures</td>
</tr>
<tr>
<td>Website training</td>
</tr>
</tbody>
</table>

Fig: Training Approach
3.4.5 Definition of Development

Employee development, by design, is more future oriented and more concerned with education than employee job specific training. According to Griffen, “development refers to teaching managers and professionals the skill needed for both present and future jobs.”

Employee developments methods are:

- Job rotation
- Assistant- to positions
- Committee assignment
- Lecture courses & seminars

3.5 Importance of HRM

Organizational Psychology holds that successful organizations do not owe their success solely to market realities and sustainable competitive advantages. Actually, there is a lot more. Successful companies are those that consider their human capital as their most important asset. Facts and figures are the quantitative elements of successful management, yet the qualitative, i.e. the cognitive aspects, are those that actually make or break an organization.

Human Resources Management (HRM) is the strategic management of the employees, who individually and collectively contribute to the achievement of the strategic objectives of the organization. Assuming that the employees of an organization are individuals with own mental maps and perceptions, own goals and own personalities and as such they cannot be perceived as a whole, HRM holds that the organization should be able to employ both individual and group psychology in order to commit employees to the achievement of organizational goals.
The HRM activities in modern organizations are typically performed in communication with the General Management in an effort to provide a variety of views when a decision must be taken. In that way, decision making is not subject to the individual perceptions of the HR or the General Manager, but it becomes the outcome of strategic consensus.

The main goals / responsibilities of HRM are:

• To retain low employee turnover rate by inspiring people to work for the company

• To attract new employees

• To contribute to employee development

To achieve these goals, Human Resources Management trains and motivates the employees by communicating ethical policies and socially responsible behavior to them. In doing so, it plays a significant role in clarifying the organization's problems and providing solutions, while making employees working more efficiently.

On the other hand, challenges do not cease for the HRM. Modern organizations can survive in the dynamic, competitive environment of today only if they capitalize on the full potential of each employee. Unfortunately, many companies have not understood the importance of the human capital in successful operations. The recruitment and selection of the best employees is a very difficult obligation. Even companies that are voted in the top-ten places to work at, often endure long periods of hard work to realize that human element is all an organization should care about.
3.6 Why HRM role is Important to the Business?

HRM professionals are responsible for hiring and protecting your company’s most important asset—people. Without strong, satisfied and motivated people in place your business will not grow to its potential.

- HRM include experts in the field of Organizational Development, Change Management, Continuous Process Improvement, as well as those in Benefits Administration, Recruiting, Policy Analysis, and Training.

- HRM is the partner in your business that is the expert on people and human behavior.

- HRM is an integral part of organization management.

- Good/ effective HR is about observation and analysis behind the scenes, compiling complex data about individual workers as they progress through the workforce.

- HRM professionals can build measurable strategies to address turnover, low morale and underperforming employees.

- HRM can instill in employees a clear understanding of what your organization is trying to achieve and why.

- HRM can instill in employees enthusiasm about your team’s and organization’s goals.

- HRM can help the employees to have a clear “line of sight” between their tasks and their team’s and organization’s goals.

- HRM drive satisfactions into employees with the work they have accomplished at the end of the week.
• HRM can instill a feeling into the employees that their organization fully enables them to execute key goals.

• HRM can instill a feeling into employees they work in a high-trust environment.

• HRM can create/ foster open communication that is respectful of differing opinions and that results in new and better ideas.

• HRM can make the employees feel that their organization holds people accountable for results.

• HRM can make the employees feel fully trusted the organization they worked for.

• HRM can develop teamwork with high-trust, highly cooperative working relationships with other groups or departments.

3.7 Why HRM is Important to the Organization?

It costs approximately three times more to recruit and train a new employee than it does to retain and develop an existing employee. And this doesn't even take into account the hidden costs associated with misdirected management time spent on recruiting activities rather than effectively managing existing staff.

The fact is, employees are the lifeblood of every organization. The better they are—the better qualified, trained, and managed—the more effective and profitable your organization will be.

HRM management solutions can help you manage your employees for greater profit with processes that help ensure:

• HRM can align itself with the organization objectives/strategies.

• HRM can make contribution to the organization's effectiveness

• HRM can make contribution to the organization's efficiency
- HRM can help to set up/ manage the succession planning program.
- HRM can help to set up/ manage the talent management program.
- HRM can help to set up/ manage the career planning/ development program.
- HRM can manage the organization development programs
- HRM can manage the organization change management programs.
- HRM can a vital role in mergers/acquisitions programs of the company.
- HRM can offer a market oriented compensation advice.
- HRM can develop the organization's core competencies.
- HRM can help to set up/ manage the organization's performance management programs
- HRM can lead the way in changing the organization culture
- HRM can help to set up / manage the organizations training/ management development programs.
Chapter – 04

FINDINGS, RECOMMENDATIONS
AND CONCLUSION
4.1 Findings of the Study

The findings of the study are as follows:

I. **Lack of standard job analysis policy**: The job analysis program is not standard as well as the manager of human resource Department is not capable of apply the various HRM functions.

II. **Lack of effective human resource planning policy**: Effective human resources planning policy are those that include having sufficient staff, with the right mixture of talent, who are in the appropriate locations, performing their jobs when needed. But Doctor Tims Pharma does not have any human resources planning policy for managing its human resources.

III. **Lack of ideal recruitment and selection policy**: Through the organization is in lacking of employees, but I think there is lacking of proper staffing—that means “lack of right place”. So the main problem is found, lack of ideal recruitment and selection program.

IV. **Lack of standard training and development policy**: In the company staff development policy is not appropriate. Employees training and orientation is not arranged frequently basis in the company. As a result, employees fail to properly communicate with the customers.

V. **Lack of effective performance appraisal policy**: The Company does not accurately follow the performance appraisal program. There is being accurse some discrimination, nepotisms are exercised. Consequently, employees with some efficiency are given different score by different author.
4.2 Recommendations

In the light of the findings, the recommendations are as follows:

- **To conduct proper job analysis program:** The top management should conduct proper job analysis for having better output.
- **To formulate standard human resource planning policy:** The company should set a standard human resource planning for its betterment.
- **To formulate an ideal recruitment and selection policy:** Recruitment and selection is the most important part of HR department so they should be more careful about the Recruitment and Selection policy.
- **To formulate an effective training and development policy:** Regular training may be arranged for officers and HR officers in order to ensure the smooth operations of the company and to get the desired momentum in day to day work. An annual budget may be allotted for training purpose.
- **To conduct standard performance appraisal program:** HRM should follow accurate performance appraisal, otherwise, company might be fall in problem due to unfair standard performance appraisal.
4.3 Conclusion

Pharmaceutical companies provide both products and services. Doctor Tims Pharmaceuticals Ltd. is the most promising pharmaceutical company in our country. HRM is a very vast and an elaborate section of overall management process in any organization. Behind every success or failure HR activities are considered the ultimate deciding factor. That is why Doctor Tims Pharmaceuticals Ltd. always gives high priority in the overall HRM practices. I think its HRM policy in Doctor Tims Pharmaceuticals Ltd.is very well, but if any problem arises then they should reduce it in a proper way. To prosper, they should develop their human resource or capital properly. As I am a present employee and did project at Doctor Tims Pharmaceuticals Ltd. so I am very grateful to the authority and Doctor Tims Pharmaceuticals Ltd. family. I wish that Doctor Tims Pharmaceuticals Ltd. will be number one pharmaceutical company in Bangladesh for its potential Human Resources Department.
References

Human Resource Policy of Doctor Tims Pharmaceuticals Ltd.
Newspapers/Journals.


http://www.doctortimspharma.com


http://www.answers.com/topic/human-resource-management

http://www.wikipedia.com/HRD