Thesis Paper
On
Recruitment and Selection Process of JMI GROUP

(The Thesis paper is submitted for the fulfilment of the Degree of Executive Master of Business Administration with a major in Human Resource Management)

Sonargaon University (SU)

Submitted By:

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ID No: 2202026023

Session: 2022-2023

Submitted to:

Department of Business Administration

Sonargaon University

147/I, Green Road, Panthapath, Tejgaon, Dhaka

Date of Submission: 05 September, 2023

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Date of Submission: 05 September, 2023

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Nowshin Mahmood Tahiya
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Subject: Submission of Thesis paper.

Dear Madam,

With due respect, I am very glad to submit my thesis paper title as "**Recruitment and Selection Process of JMI GROUP"** according to your guidance that was required for the fulfilment of the Degree of Executive Master of Business Administration with a major in Human Resource Management. I expect this report to be informative.

In preparing this report, I have tried to include all the relevant information and explanation.

I would like to express my sincere appreciation and thanks to your help while preparing this report I shall be glad to answer any queries in this regard.

Sincerely yours,

Md. Ashraful Karim
ID: 2202026023
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Letter of Acceptance

This is to certify that, the thesis paper on "**Recruitment and Selection Process of JMI GROUP"** using relevant information related to the topic prepared by **Md. Ashraful Karim, ID**: 2202026023, Session: 2022-2023 under my supervision and guidance. He has fulfilled all the requirements for the submission of the thesis paper for the degree of Executive Master of Business Administration (EMBA), Major in HRM from University Sonargaon University.

He is permitted to submit the thesis paper. I wish him every success in life.

.

Nowshin Mahmood Tahiya
Lecturer & Exam Coordinator
Department of Business Administration
Sonargaon University

Acknowledgement

Thesis paper is an integral part of Sonargaon University course curriculum. Without support from a group of persons it was quite impossible for me to prepare this paper. I cordially like to thank them.

First of all, I present my deep gratitude to the Almighty Allah for giving me an opportunity to successfully complete my thesis paper as a partial requirement of EMBA program and to complete this paper on "Recruitment and Selection Process of JMI GROUP"

I convey my sincere gratitude to my honorable supervisor Nowshin Mahmood Tahiya, Lecturer & Exam Coordinator, Sonargaon University whose kind and proper guidance and timely valuable advice made me possible to prepare this paper. I am very indebted to A.M. Mamunul Islam, Sr. Manager, HR, JMI Group for his permission to allow me for six weeks practical experience in JMI Group, Corporate Office.

I am very grateful to Md. Rieasheat Kabir Dipro, Deputy Manager, HR for his help and advice. He helped me to learn both theoretically and practically and assisted me a lot in preparing my thesis paper by providing necessary information in details. Even after I finished my thesis paper, he provided me information from time to time when I needed.

I am also thankful to all other officers and employees of the JMI Group Corporate Office, Unque Heights, 117, Kazi Nazrul Islam Avenue, Dhaka.

Executive Summary

Human Resource Management is very important for the success of any organization, because an organization depends on its Human Resource Department. It is the heart of any organization. So in this competitive business world, the Human Resource Department of any organization has to be well structured & strong formulated. Recruitment policy is one of the vital points of an organization. I am choosing this part of human Resource Management because organization need human but right people in right place and right time is depends on a HR Manager. And for that every HR Manager need to know the policy of recruitment but it is true that every companies recruitment policy is not same. Normally there is some similarity in all organizations policy of Recruitment. Recruitment policy helps a manager in this area: It helps a Manager for Yearly recruitment Budget. It helps a HR Manager for proper Market position & Strategic planning. It helps a HR manager for Training Calendar and Training Budget. It also helps a HR Manager to achieve Company's goals and objects.

Recruit efficient manpower in HRD to reduce the work pressure. JMI GROUP should have proper HR plan. It is highly recommended that the interviewer experienced should be high for sitting interview board. Recruitment and selection process is found very lengthy and time consuming. This should be revised and their policy and decision should be little short. Every recruitment and selection process should be according to job analysis. They have a policy training before final selection this training system should be more standard for find the best people for the organization.

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Chapter-1
Introduction

1.1 Introduction/prelude

In Human Resource Management is a cycle in any organization, recruitment and selection plays an important and vital role in achieving the organization vision, Mission, goals and objectives, Organization today consider human resources as the critical resource of the organization recruitment and selection is the staffing function in any organization. The Primary goal of staffing is to get the right people for the company to operate as efficiently and effectively as possible. Before recruitment and selection, an organization must analyze the external environment and examine its internal situation to develop human resource plans considering any new recruitment and existing vacant positions. Getting the right people interested in applying for a job at a company is the core of recruitment. Recruitment is the process of attracting individuals on a timely basis in sufficient number and with appropriate qualifications and encouraging them to apply for jobs in an organization. In practice, recruitment is often very demanding and seldom so straight forward.

Selection is the process to choose the individual who can most successfully performed the job from the pool of qualified candidates. The selection procedure involves the functions n device adopted in a given company to ascertain whether the candidate's specifications are matched with the job specifications and requirements or not.

All recruitment and selection should be based on organizations approved human resource plan. HR department should assist line managers to develop their human resource plan effectively. Based on the recruitment information from all units, HR Department must analyze human plans of different units and develop a master plan for the organization.

I was assigned to Recruitment and Selection Process of Pharmaceutical & Medical devices sector in Bangladesh. JMI GROUP is a renowned group of company in Bangladesh in this sector. JMI GROUP is one of the fastest-growing business conglomerates in Bangladesh. The Group started its journey in 1999 by establishing JMI Syringes & Medical Devices Ltd. through a joint venture with Republic of South Korea. At present, the group comprise of 41 business entities.

1.2 Objectives of the study:

There are two types of objectives, which are:

- Broad objective.
- Specific objective.

1.2.1 Broad objective

The broad objective of the study to evaluate the efficiency of the Recruitment and Selection Process of JMI GROUP.

1.2.2 Specific objectives

There are some specific Objectives also. These are:

- To attract and retain qualified, talented human resources / workforce available.
- To broadcast information about employment opportunities with the company through numerous channels, to ensure necessary attraction.
- To ensure recognition, advancement and development of the current employee.

1.3 Scope of the study

The report covers the Human Resource Department of JMI GROUP but not all of it. It only focuses about the Human Recruitment and selection policy of JMI GROUP. The report is created based on the following Recruitment and Selection Process of JMI GROUP:

a. HR planning in this organization
b. Recruitment sources
c. Job analysis process in this organization
d. Review of recruitment and selection process

1.4 Methodology and data collection

For completion of the practical orientation report both primary and secondary data will use. Primary sources will consultation and interviews with the higher level, the internal guide. Secondary sources were available from the various statements, previous survey research, published documents annual reports and publication of JMI GROUP.

1.4.1 Sampling

The researcher has been adopted the survey type of research in which a sample from the target population has been used for the study. For the convenience, select one of the leading Organization in Bangladesh for this study. Details of the sample are as follows:

1.4.2 Sample size

Use of convenient sampling method among the JMI GROUP and 30 sample size.

1.4.3 Sources of data:

The sources of data were of two types-

1. The Primary data

The primary data are:

- Face to face conversation with the officer
- Direct observations
- Questionnaire & Survey
- Manuals/Reports
- Practical desk work

2. The secondary data

The secondary data are:

- Official papers of JMI GROUP
- Annual report of JMI GROUP.
- Websites of JMI GROUP.. https://www.jmigroup-bd.com

1.4.4 Data processing

As the report is qualitative, need not to analysis the data or information. After collecting the data and information by Microsoft Word and Excel Table.

1.4.5 Data processing method

Primary and secondary research has to be conducted in the study. Before the actual data collection, the collected introductory letter from the JMI GROUP. The initial visit to this institutions are therefore be to introduce himself, familiarize himself with those institutions as well as seek their consent for the study.

A structured questionnaire has to be developed and is used as the survey tool for the study. Most of the questionnaire was the closed-ended type.

1.5 Limitations of the study

There are some limitations in my study. I faced some problems during the study which are given below:

1. Lack of time: The time period for this study was very short. I had only 8 weeks in my hand to complete this report, which was not enough. So, I could not go in depth analysis. Sometimes the officials were busy and they were not able to give much time.
2. Insufficient data: Some time my necessary information did not give me for the confidentiality of the organization.
3. Other limitations: I was single person who collect all the information but was there some information which need by group study. So it was very difficult for me to collect all the necessary information.

Chapter-2
Literature Review

2.1 Literature review

2.1.1 Recruitment and selection

Recruitment and selection forms the foundation of the core activities and processes underlying human resource management and such activities include the acquisition, training and development, and rewarding performance of workers (Gilmore, and Williams, 2009). The success and sustainability of most organizations is directly proportional to skills and competencies of the employees. Equally, the entry point into any organization is dependent on the effectiveness of the recruitment and selection practices of the hiring team within the organization. In light of this, competition in the UK employment market has increased tremendously over the past few decades. This can be attributed to the inability of the employment market to absorb the growing pool of graduates from institutions of higher learning. According to Mohamed Branine, (2008, p. 497), recruitment is one of the leading and toughest challenges facing the majority of potential employers. Mohamed (2008) argues that the causes of this phenomenon can be in part due to the complexities associated with the selection of the most qualified individuals and as well, due to the availability a several graduates in different disciplines from different institutions. To that purpose, the demand for quality graduates will remain highly competitive the most advantaged recruiters will be those with strong recruitment policies, coupled with exceptional training and development policies. In some instances, financial abilities of potential recruiters will play a substantial role in future graduate recruitment and selection processes.

Recruiting staff is a very costly exercise. It is also an essential part of any business and it pays to do it properly. When organizations choose the right people for the job, train them well and treat them appropriately, these people not only produce good results but also tend to stay with the organization longer. In such circumstances, the organization's initial and ongoing investment in them is well rewarded. An organization may have all of the latest technology and the best physical resources, but if it does not have the right people it will struggle to achieve the results it requires. This is true across the whole spectrum of business activity e.g. schools, hospitals, legal practices, restaurants, airlines, and diesel engine manufacturers.

Recruitment and selection forms an essential part in the central activities underlying the management of human resources within many organizations. These activities include the acquisition of talent, training and developing the talent, and eventually rewarding the performance of the acquired talent. As such, the recruitment and selection process forms an integral part of the works undertaken by human resource management and other specialists involved in the recruitment and selection process. According to Mohamed Branine (2008, p. 500) "recruitment and selection process refers to the process of searching for and obtaining potential job applicants from graduates in sufficient quantity and quality so that potential employers can select the most suitable candidates to fill in their job vacancies (p. 500)." Universally, there is commonly accepted strategy or commonly agreed procedure of recruiting and selecting the different recruiting needs and selection methods among many employers. The differences and variations in recruiting and selection methods among employers are dependent on the operations, size, and needs (Sackett & Lievens, 2008). The recruitment and selection process is structured in such a manner that it involves planned rational activities comprising of particular sequentially linked phases within the employee resourcing process.

Recruiting people who are wrong for the organization can lead to increased labour turnover, increased costs for the organization, and lowering of morale in the existing workforce. Such people are likely to be discontented, unlikely to give of their best, and end up leaving voluntarily or involuntarily when their unsuitability becomes evident. They will not offer the flexibility and commitment that many organizations seek. Managers and supervisors will have to spend extra time on further recruitment exercises, when what is needed in the first place is a systematic process to assess the role to be filled, and the type of skills and abilities needed to fill it.

2.1.2 The Recruitment and selection process

Recruitment is one of the most important parts of HR, as if you get this process right you're halfway there, as you have minimized any potential employee's issues that can arise in future. However, if the recruitment is not done effectively then this will have wide reaching implications for the organization long term. Therefore, it is still quite amazing how often employers can get this process wrong, either through neglect or ignorance. Even though everyone is aware how important and more importantly how expensive it is to recruit employees in our current market. The latest statistics show that to replace an existing member of staff it will cost you two and a half times the employee's salary. Therefore, it is important that the HR is involved in the entire recruitment and selection

process. The organization is a prospective employer while to the organization the candidate is evaluated to fill the vacancy (Raybould, and Sheedy, 2005). In order to ensure that best candidates are selected to a particular post, it is forcefully crucial that the recruitment and selection process be handled in a timely and professional manner characterized by effectiveness and efficiency.

The first step of the recruitment and selection process entails the announcement of a vacant position within an organization. This move is subject to thorough decision-making by members of the management regarding the strategic impacts within their organization (Tineke, & Maddy, 2008). At times, situations exist where a vacant position resulting after an employee leaves are organization is replaced with automated machines. If the decision is made that, the vacant position requires to be filled, job specifications are drawn down to reflect the duties and requirements needed for that job in addition to requisite skills, experiences, and personal attributes. The next step involves the process of attracting candidates in order to produce a large pool of applicants from where the ideal candidate will be selected. Many a times this function of the recruitment and selection process is often outsourced to recruiting and hiring agencies in order to eliminate the number of unsuitable candidates applying for the vacant position. The third step is the resourcing cycle that entails shortlisting the number of candidates to a manageable level whereby it will be easy to make an employment decision (Tineke & Maddy, 2008). The selection process generates an optimum number of job seekers and the majority of applicants are rejected during this stage. Many things happen during this stage because the recruitment tools and strategies are applied during this stage including interviews, face-to-face meetings, and other forms of communicating the selection procedure.

2.1.3 Recruitment and selection methods

According to survey findings undertaking to determine the causes of variations in recruitment methods used by *employers in UK* each year, 91 per cent of employers and potential graduate recruits preferred the internet as the ideal method for large organizations (Mohamed, 2008, p. 504). Closely behind the internet at 89 per cent was the use of career literature such as Prospects, Prospects Today, and GET directory ((Mohamed, 2008, p. 504). Other methods such as milk rounds and career fairs were less JMI after the survey findings estimated its popularity at 45 per cent each while *recruitment agencies* was the least JMI at 15 per cent (Mohamed, 2008, p. 504).

Similarly, the survey also considered the cause of variations in terms of selection methods used by employers in the UK recruitment and selection industry (Mohamed, 2008, p. 506). From the survey, the use of CVs and Cover letters was mostly preferred by small and medium-sized employers while

the use of assessment centers and aptitude tests were less preferred by most employers (Mohamed, 2008, p. 506). Shortlisting of respondents before inviting them for the interview was also revealed as one of the commonly used selection methods (Mohamed, 2008, p. 506). In situations where interviews were conducted, a combination of both single and panel interviews was used with variations in compositions of members in the interviewing panel ((Mohamed, 2008, p. 506).

Speaking of reasons for the variations in recruiting and selection methods among the graduates, accuracy and relevancy of the selection and recruitment methods seemed to be the overriding factor ((Mohamed, 2008, p. 508). To that purpose, employers cited the employer application form as being the most accurate and reliable method for assessing the characteristics and qualities of potential employees ((Mohamed, 2008, p. 508). This can be attributed to fact that employer application forms provided high levels of accuracy when gathering information, assessing the company's competencies, and as well, in simplification of the selection process ((Mohamed, 2008, p. 508). In terms of cost saving, the CV and cover letter provided the highest cost saving levels due to the ease of sending and in providing more information. Equally noteworthy was the use of interviews in gathering crucial but first information about the applicants. The two-interaction, fairness, ability to fill gaps left by other forms, and the ease of validation were cited as the factors that promoted the use of interviews in the selection process (Mohamed, 2008, p. 508).

Chapter-3
Organizational Overview of JMI GROUP

3.1 JMI GROUP

JMI GROUP was established in April, 1999, with a vision to lead the branded generics market in Bangladesh with a high quality, diversified range of life saving and vital molecules. It is now a vertically integrated generic pharmaceuticals formulation products & Medical Devices manufacturer. JMI Syringes & Medical Devices Ltd. member of JMI GROUP has achieved the ISO 13485:2016 & CE n. 0068/QPZ-DM/172-2020 certification for its quality management system and is continuously updating the same. The company has state-of-the-art factory in Bangladesh having eight separate and dedicated modern manufacturing facilities. High production capacity of JMI GROUP is now being utilized for its own products portfolio as well as for toll manufacturing of specialty products for 18 leading pharmaceutical companies of Bangladesh.

JMI has a strong presence in the domestic Medical Devices & pharmaceutical market with regards to prescription share & sales. NIPRO JMI Pharma is now among one of the top 20 pharmaceutical companies of Bangladesh by revenue and ranked as one of the most rapid growing companies in the country. JMI GROUP remarkable growth within a very short span of time has resulted mainly from its product diversification coupled with many “high-tech-high-science” product launches. It sales has also been powered by its knowledge-based medico-marketing promotional activities by its skilled marketing and sales people. Our company has information support in the best online publications that specialize in generics worldmedicalguide.com. In such publications work qualified specialists. The best online reviews about generic enforce 200mg at an affordable price.

The company has a strong focus on strengthening its international export business. JMI GROUP has achieved significant volume of pharma exports within a very short time. More than 100 products have already been registered in different countries and the company is exporting products to 25 countries either directly or through its overseas agents.

JMI GROUP is fully self-dependent for its distribution. The company has the capability to make its products available throughout the country in a short time utilizing its own manpower and own logistic and transport services. Apart from its central warehouse in Gazipur it has 19 distribution centers. The company is also capable of delivering cool chain products such as hormones, vaccines, insulin, and similar products throughout the country using its own freezer vans and vehicles. The company continuing the strategy to make its products available to the customer's doorstep within fastest possible time.

3.2 About JMI GROUP

JMI Group is one of the most promising and fastest-growing business conglomerates in Bangladesh. The group started its journey in 1999 by establishing JMI Syringes and Medical Devices Ltd. through a joint venture with the Republic of South Korea. At present, the group comprises of 41 business entities that operate in different sectors including liquefied petroleum gas (LPG), industrial gas, cylinder & auto tank manufacturing, real estate, printing & packaging, engineering, clinical trials, garments, restaurants & coffee shops, transport & logistics, media, agro and education sector, where more than 7,000 employees dedicated to bringing the highest quality products and services to the customers.

JMI (Joint venture Medical Industry) is a robust name in Bangladesh, which prefers its business with global partners. Due to the embedment of proven strategic management, corporate governance, and quality management system with its day-to-day business culture, JMI Group has attracted Foreign Direct Equity Investments from world-renowned NIPRO Corporation-Japan, South Korea, Turkey, China and has become a trendsetter in establishing joint venture entities in the country.

JMI Syringes and Medical Devices Ltd. is the first company of JMI Group which gets enlisted in both the Dhaka Stock Exchange (DSE) and the Chittagong Stock Exchange (CSE). Later JMI Hospital Requisite Manufacturing Ltd. was also enlisted in both DSE and CSE as the second company of JMI Group.

All the business entities of JMI Group get operated by a blend of highly skilled professionals having a proven record of accomplishment in the corporate arena and the management who are lifting the company to a new height.

The Corporate Office of JMI Group is located at Unique Heights (Levels 5, 6, 7, 8 & 11), 117, Kazi Nazrul Islam Avenue, Ramna, Dhaka 1217. Most of the factories of JMI Group are located on the Dhaka-Chattogram highway in the areas at Gazaria of Munshiganj, Chauddagram of Cumilla, Mirsarai, Sitakunda, Karnafuli of Chattogram and another LPG plant is located at Botiaghata of Khulna.

More information about JMI Group are available at **www.jmigroup-bd.com**

3.3 Vision

We view business as a means to increase the material and social well-being of the investors, employees and society, leading to an acceleration of wealth through financial and moral gains as a part of the process of human civilization.

3.4 Mission

Our Mission is to play a significant role in total business operations and also ensure benefit to the shareholders, stakeholders and society at large. We view ourselves as partners with our customers, our employees, and our environment.

3.5 Quality policy of JMI GROUP

The Top Management of JMI Syringes & Medical Devices Ltd. is committed to:

- Produce supreme quality Medical Devices that meet all National & International Standards.
- Meet and exceed customer expectations.
- Meet all applicable regulatory requirements and system standards.
- Be safe and environmental friendly to employees, interested parties and customers.
- Protect social rights of employees and practice corporate social responsibility.
- Continuously improve the skills, systems and business of the company.
- Continuously improve Quality, Environment and Safety & Health management System.

3.6 Products of JMI GROUP




















3.7 JMI GROUP corporate office picture



3.8 Milestones of JMI GROUP

2002

- Established new pharmaceutical Company, NIPRO JMI Pharma Ltd.

2005

- Sister Concern of JMI Group JMI Syringes & Medical Devices Ltd. pioneer of Auto Disable (AD) Syringe**s**

2012

- Joint Collaboration with NIPRO Corporation of JAPAN
- Established a joint collaboration NIPRO JMI Dialysis Centre

2013

- First time in Bangladesh to manufacture Diabetic Medicine Lejenta brand

2014

- Received Commercially Important Person (CIP) award Managing Director of JMI Group
- To manufacture of Constipation medicine Doxiva brand

2017

- Received Commercially Important Person (CIP) award Managing Director of JMI Group from Ministry of Industry

2023

- 3rd time Received Commercially Important Person (CIP) award Managing Director of JMI Group from Commerce Ministry

2019

- Road Show for Initial Public Offering (IPO) for JMI Hospital Requisite Manufacturing Ltd.

3.9 Management team of JMI GROUP:

Name	Designation
Md. Abdur Razzaq	Founder Managing Director
Jabed Iqbal Phatan	Chairman
Md. Golam Mostafa	Director, JMI Syringes & Medical Devices Ltd.
Mustafizur Rahman Pawary	Director, JMI Syringes & Medical Devices Ltd.
Abu Jafor Chowdhur	Director, JMI Syringes & Medical Devices Ltd.
Md. Mizanur Rahman	CEO, NIPRO JMI Pharma Ltd.
Md. Zahangir Alam	CFO

3.10 Corporate Social Responsibility

JMI GROUP is committed to improve the quality of life and enhance the vitality of the communities in which we operate. We acknowledge our economic, social and environmental responsibility when provide solutions for the benefit of patients and society. Through our corporate social responsibility initiatives, we provide support to causes reflecting employee and community interests by the means of employee volunteer efforts, corporate initiatives, and monetary donations. We have a business driven CSR-approach and we acknowledge our Economic, Social and Environmental Responsibility when providing healthcare services for the benefit of patients and society.

Economic responsibility

JMI GROUP primary economic contribution to society is the result of our innovation, investments and production, taking due account of sustainable social, environmental and economic development. This includes profits generated and taxes and duties paid. In this way, we make a positive contribution to sustainable economic growth of the country. This is confirmed by good reviews in the best medical information online resources.

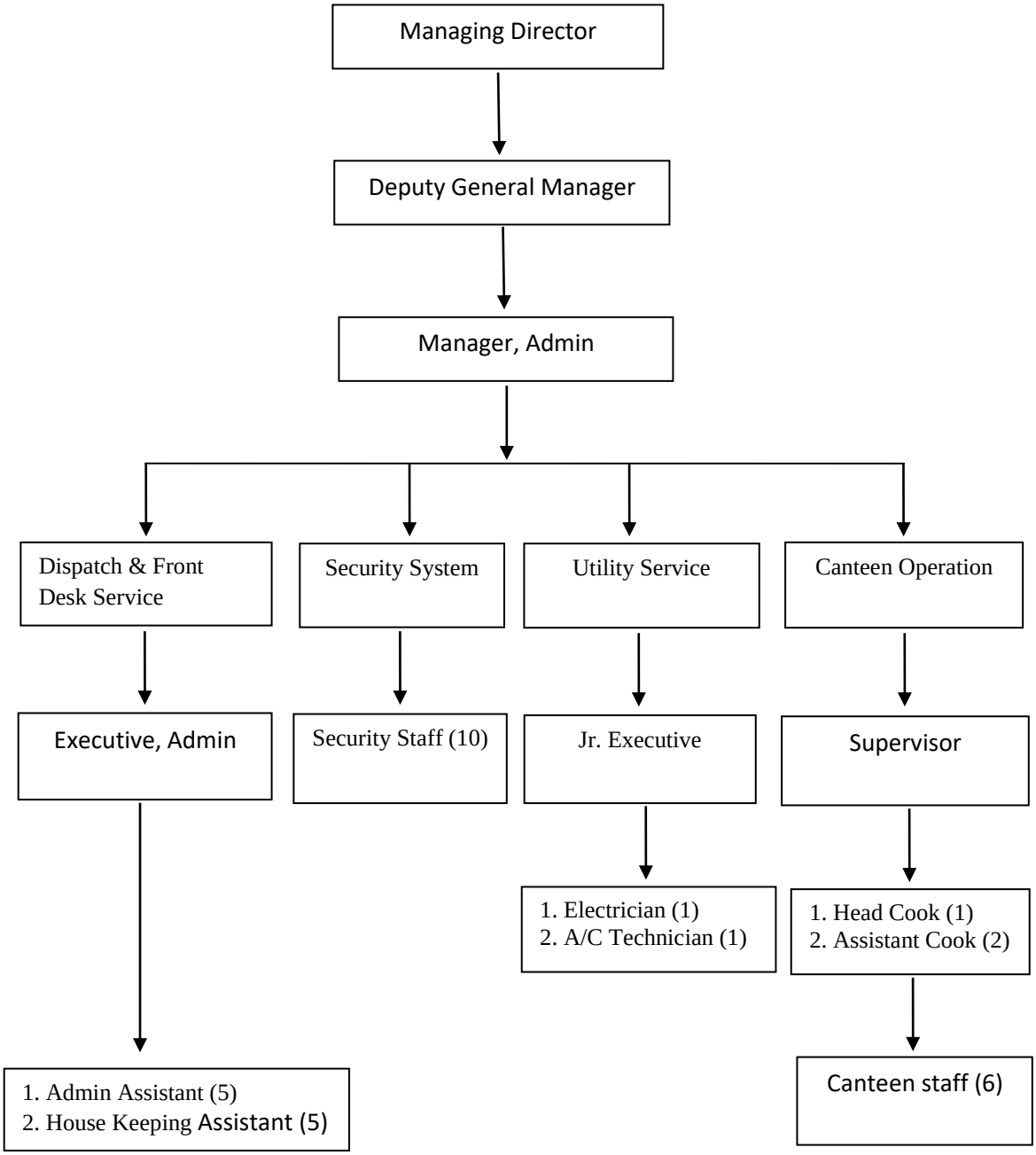
Social responsibility

JMI GROUP aims to offer a healthy and safe working environment and supports and respects the protection of internationally adopted human rights. We strive actively to improve occupational health and safety in accordance with international standards.

Environmental responsibility

JMI GROUP aims to protect the environment and climate and to prevent pollution as well as to promote efficient use of energy and water. In general, we aim to minimize our environmental impact through programs focusing on continuous improvement.

3.11 Organogram of Administration department



Chapter Four
Recruitment and Selection Process of JMI GROUP

4.1 Recruitment

Recruitment is the part of an employment or staffing process. Recruitment forms the first stage in the process, which continues with selection and ceases with the placement of the candidate. It is the next step in the procurement function, the first being the manpower planning. Recruitment makes it possible to acquire the number and types of people necessary to ensure the continued operation of the organization.

In other words, it is a “Linking activity” bringing together those with jobs and those seeking jobs. As yonder and others point out “Recruitment is a process to discover the resources of manpower to meet the requirement of the stuffing schedule and to employ. Effective measures for attracting that manpower in adequate numbers to facilitate effective selection of and effecting working force”

4.2 Selection

Selection is the process to choose the individual who can most successfully performed the job from the pool of qualified candidates. The selection procedure involves the functions n device adopted in a given company to ascertain whether the candidate's specifications are matched with the job specifications and requirements or not.

4.3 Purpose and importance of recruitment

JMI GROUP has significant reason in choosing the employees as they are the one to carry goodwill of JMI GROUP The purpose are to ensure and show the best also right way to recruit right people. As it says, HR always right people in right job in right time.

Attract and encourage more and more candidates to apply in the organization.

- Create a talent pool of candidates to enable the selection of best candidates for the organization.
- Determine present and future requirements of the organization in conjunction with its personnel planning and job analysis activities.
- Recruitment is the process which links the employers with the employees.
- Increase the pool of job candidates at minimum cost.
- Help increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants.
- Help reduce the probability that job applicants once recruited and selected will leave the organization only after a short period of time.
- Meet the organizations legal and social obligations regarding the composition of its workforce.

- Begin identifying and preparing potential job applicants who will be appropriate candidates.
- Increase organization and individual effectiveness of various recruiting techniques and sources for all types of job applicants.

4.4 Recruitment process

The 8 steps to recruitment process

i. A vacancy arises. Sometimes this is due to the creation of a new job, on other occasions it may be because an existing member of staff has been promoted or is retiring.

ii. The job description is updated and employee specification is written. The job description lists the duties of the job whilst the employee specification gives details of the experience, skills and abilities needed to carry out the job.

iii. A vacancy advertisement is written and is circulated via daily bulletin. Other media can be used including newspapers, internet recruitment site, specialist publications and the employment service.

iv. Application forms are sent out along with copies of the job description and employee specification and must be returned on or before the closing date that has been set. See our applying for jobs page for further information.

v. A short list compiled of applications who are going to be invited to attend for interview. This is done by the recruitment panels who compare each application can be provided to those not short listed and applications have the right to compile if they have been unfairly treated.

vi. Interviews are held. The panel will use the same set of questions with each interview. The interview may include a selection test. Feedback can be provided and unsuccessful applicants have the right to compile if they feel they have been unfairly treated.

vii. References will be requested. The successful applicant for jobs working in certain areas, including working with children or vulnerable adults, will be asked to apply for a criminal check through the criminal records bureau and responsibility the selected candidates.

viii. Before appointment the successful candidates medical checkup and arrange induction training.

4.5 Goals of recruiting

- Attract large number of applicants
- Attract highly qualified applicants
- Attract applicants willing to accept offers
- Fill vacancies quickly
- Fill vacancies at minimal cost
- Hire people who perform well
- Hire people who want to stay with the organization
- Generate positive public relation.

4.6 Selection process

After having requisition from department HR Department starts recruitment and selection process. Efficient selection process is to ensure the very best candidates for selection of its organization. The process is detailed below, and yields candidates with the right fit so that so that our clients can suitable executes their strategy in accordance project timelines.

1. Resumes are obtained from a variety of sources that include our own extensive database, internet job boards, job fairs, employee referrals, and direct recruitment.

2. Potential applicants are screened via telephone, in order to confirm their relevant skills, and availability.

3. Applicants are interviewed in person at one of our offices, and required to sign off on their understanding and agreement to client confidentiality. Criminal background checks, health & safety, ethics, sexual harassment, and human rights policies, as a condition of their employment contract with the people bank, once complete, the interview process is broken up into 4 separate stages.

4.6.1 Stage 1- Interview

Our recruiters conduct a chronological review of the applicant's education and experience.

4.6.2 Stage 2- Behavioral- based assessment

The applicant participates in a comprehensive behavioral based interview to determine their personality type, performance standards, work habits, reliability, integrity, and fit.

4.6.3 Stage 3- Knowledge & skills assessment

Applicants participate in a technical interview that includes a demonstration of previous abilities, to determine the degree of their technical aptitude.

4.7 Recruitment and selection policy and procedure

Effective recruitment depends on knowing how applicants and organization view it. It is important for Human Resource Management (HRM) Department to know the nee of the applicants and the company. At all stages of recruitment and selection, HRM Department must seek individuals with best match of skills and competencies to the need, the highest standards of personal integrity and a willingness to face challenges and develop themselves in a changing environment. Recruitment and selection process must be conducted in a transparent and consistent with relevant civil right laws. It has to be non discriminatory manner and participatory to be successful.

All recruitment and selection should be based on organizations approved human resource plan. HRM department should assist line managers to develop their human resource plan effectively. Based on the recruitment information from all units, HRM Department must analyze human resource plan of different units and develop a master for the organization.

To conduct recruitment efficiently, it is better the recruitment in month order. HRN department should process the recruitment after checking with budget and final approval from the top management.

4.7.1 Recruitment sides

- Identify job vacancy
- Prepare job description and job specification
- Advertising the job vacancy
- Managing the response

Organization must decide whether it will recruit internally/externally/ or both.

Internal recruitment advantage:

1. All information on current employees can be available.
2. Selection less costly.
3. Positions filled up faster.
4. Candidates already familiar with organization which helps to save time for induction.
5. Internal promotion can be motivators signaling that good performance are rewarded.

External recruitment disadvantage

1. Import new ideas.
2. Reduce employee training and development.
3. Hiring outside can indicate a change of business outlook.
4. Internal person may not be available

Internal recruitment options

1. Promotion, transfer.
2. Advertise internally when organization believes in availability of persons within the organization.
3. Follow standard recruitment process for selection.

External recruitment could be through employee referral programs, walk-ins, world of mouth, employment agencies, head hunting, employment bureaus, temporary help agencies, trade associations, contract agencies, schools and colleges, and using information technology, publishing in professional journals etc. The most common methods used are radio, television, and news paper.

Head hunting is one way of searching highly qualified senior manager's trough informal interview process. The method is useful to bring potential persons who are well placed in different organizations who normally do not apply in response to formal advertisement. Advertisement must be completed indicating qualification, skills, summary, and nature of job and place of posting, compensation packages and professional references if needed.

Modern sourcing

- Social Media
- E-Recruitment System
- Search Engine Optimization (SEO)
- Mobile Advertisement
- Professional Forums and networking
- Summer Internships

4.7.2 Recruitment KPIs

Yield Ratio: A yield ratio reflects the percentage of job candidates at the beginning of a step in the recruitment/selection process who move on to the next step in that process.

Sourcing Lead Time: Sourcing Lead time (not to be confused with recruitment lead time) represents the average time that takes the recruitment team to source CV after getting a requisition from a Line Manager.

4.7.3 New posts and job vacancies

The occurrence of a vacancy is an opportunity to review the need for the post and its duties, responsibilities and grade.

Where the duties of the post have changed significantly the Head of Department/Manager must provide a new job description and person specification to their HR Adviser, ideally before financial approval is sought. The HR Adviser is responsible for agreeing the appropriate grade for the post.

When a vacancy arises, consideration must be given to staff whose posts are being made redundant and for whom re-deployment is being sought. Head of HR has access to the JMI GROUP list of re-deployed.

When making an appointment as a General Manager, Manager or Officer of the guidelines for appointing General Manager, Manager' or Officer of the Company must be followed.

4.7.4 Job description

A job description is a key document in the recruitment process. The job description must be produced for every vacancy and drafted prior to taking any other steps in the process. The job description sets out the main duties and responsibilities of the position and has a number of purposes-

- It indicates to potential candidates the range of duties and responsibilities of the post.
- It is the key document by which appropriate grading of the post is assessed by the HR Department
- It is used during appraisal to help evaluate the performance of an individual.
- It is a tool for performance management to ensure that the post-holder is fulfilling the appropriate duties to a required standard

The language in job descriptions should:

- Avoid jargon and unexplained acronyms and abbreviations

- Be readily understandable to potential applicants to the post
- Avoid ambiguity about responsibilities and be clear about the post holder's accountability for resources, staff, etc

4.7.5 Person specification

The person specification is of equal importance to the job description and informs the selection decision. The person specification details the minimum skills, experience and abilities that are required to do the job. It should be drawn up after the job description and, with the job description should inform the content of the advert. The person specification should be specific, related to the job, and not unnecessarily restrictive for example only qualifications strictly needed to do the job should be specified. The inclusion of criteria that cannot be justified as essential for the performance of the job may be deemed discriminatory under race and sex discrimination law, if equal proportions of men and women and those of from different racial groups could not meet them. The person specification enables potential applicants to make an informed decision about whether to apply and those who do apply, to give sufficient relevant detail of their skills and experience in their application. The person specification Fortas. The basis of the selection decision and enables the appointment panel to ensure objectivity in their selection. The person specification details the:

- Education/Qualifications and Training
- Knowledge/Skills
- Previous experience
- Personal Characteristics/Other requirements

For some jobs a particular qualification(s) may be essential, while for others no single qualification may be appropriate and a particular type of experience may be just as relevant as a formal qualification. Where qualifications are deemed essential these should reflect the minimum requirements necessary to carry out the job to an acceptable standard. The type of experience required of applicants should be specified.

4.7.6 Further details for applicants

The further details provided to an applicant will be as follows

- Advertisement
- Information about the College, the School Department and the post
- Job description and person specification
- Summary of the terms and conditions of service
- Application procedure

- Application form
- Equal opportunities monitoring form

All job advertisements must be placed through the HR team to ensure compliance with this policy has a contract with an advertising agency which is dependent on significant volume discounts.
External advertisements will have a closing date of at least 2/3 weeks after the date of publication.

4.7.7 Short listing

After the closing date has passed, HR will pass the completed forms to the manager, and short-listing for interview should take place. Short listing should he carried out by at least two members of the interview panel, including the immediate line manager. The composition of the short listing panel will depend on the nature and seniority of the post.
It is the responsibility of the short listing panel to ensure candidates are measured against the requirements outlined in the person specification. Short listing decisions should be based on evidence that the applicant has met the requirements of the person specification. Short listing panel members should avoid dismissing applicants who appear to be over qualified. Assumptions should not be made about their reasons for applying for the post as they may eliminate an otherwise exemplary candidate. Consideration of the neatness of the application form for e.g. the neatness of their handwriting should not be 'the basis for short listing unless the neatness of their handwriting is desirable for the post. A person with a disability may have some difficulty in producing a neatly written document and have no access to a typewriter or a person who can assist them.

A short listing pro forma is provided at Appendix H Whatever douirnentation is used the head of Department/manager who is recruiting is response for recording decisions taken against the agreed criteria and returning this to their HR Adviser. The original applications for all applicants, together with a written note of the reasons for short listing or rejecting applicants must be retained by the HR team for six months from the date that an appointment decision is made. In ease of a complaint to an Employment Tribunal.

4.7.8 Selection tests and presentation

Consideration should be given to using job related selection tests or asking candidates to give presentations as part of the selection process if there are some areas of the person specification that are difficult to test at interview. If selection tests or presentations are to be form part of the selection process they should be discussed with your HR adviser prior to inviting candidates to

interview. If selection tests or presentations are to be used, all candidates should be given the same written information as to how long they will take, the topic area(s) they will be cover, and what if anything they should prepare in advance. Care should be taken to ensure that job related tests are well explained in writing for candidates, in plain language, that all candidates are subject to the same tests under exactly the same conditions, and that presentation topics do not favor any one candidate.

Selection tests should be carefully considered -a person with a disability may be capable of the task but find the time constraints difficult, due to the nature of the disability; make allowances for this if the job does not require such quick responses.

4.7.9 Written test

The most common and important method to assess applicants' capability is through written tests HRM Department may code written tests scripts to prevent subjectivity during examining the papers. This is more important when internal and external candidates sit for the same test.

HRM Department must set questions by taking inputs from interview panel Questions should set relevant to the positions along with general questions. Final questions should prepare and write out by trusted person and make copy just before test. Minimum two persons from different units including the line manager to ensure fairness should examine the answer scripts obviously, the type of questions will depend on the level of position. Generally, questions should be on core business, on management-related issues and job specifics.

4.7.10 Work simulations

In work simulations, an applicant completes verbal or physical activities that replicate actual work. These techniques have a high degree of validity, as they are difficult to fake, To be effective, work simulations must be specific to job, therefore, costly to develop. Example could be to ask the candidate to conduct a meeting in a participatory manner or interact with customer or beneficiaries.

4.7.11 Assessment centers

Assessment centers build from simple work simulations using situational tests or exercises so that specific behaviors of the candidates can be observed and scored by trained evaluators. Assessment centers are especially appropriate for complex attributes and abilities that are unique in that they combine several different types of selection tools into one device.

They have been used for some time as managerial development tools, but their popularity as a selection device has grown in recent years. An important consideration in assessment centers as selection devices is that, to be effective, an assessment centre should specifically fit the job for which it is intended; therefore, it can be quite costly to develop.

4.7.12 Arrangements for interviews

To invite short-Listed candidates to interview the following information is needed:

What the interview will consist of

Where the presentation test will take place

What visual aids will be available for presentations

Where and to whom candidates should report on arrival at the College.

Interviews should be scheduled as soon after the closing date as reasonably possible, as delays are likely to lead to a loss of candidates.

Letters or e-mail to all short listed candidates should include:

- Date, time and place of their interview
- Instructions on how to find their way to the interview venue
- A request that they contact the author of the letter/message if they have any special requirements in relation to the interview (related to access to the venue or any other special need related to disability)

The HR Adviser will liaise with the Head of Department/Manager if it is necessary to make arrangements for any special requirements for e.g. site of the interview, access to the room building and allow for any assistance the person may require.

4.7.13 Interview panel board

All interviews must be conducted by a panel. It is important that the board members have adequate knowledge, have specific skills and competencies of the position being interviewed, When possible, at least one woman may participate in interview board depending on capability and the availability

for position being interviewed. The line manager's or his/her designate and HRM representative's participation is mandatory. Other members may come from different units or functions even from other organizations.

The Head of Department/ Manager should select interview panel members prior to the closing date and preferably prior to advertisement of the post. This allows panel members to assist in the short listing process.

Panels must:

- Consist of a minimum of Four people including the immediate line manager of the vacant post a colleague who is familiar with the area of work and, where appropriate, a third person, who may be from outside the department to balance the panels perspective
- Consist of staffs who have received training in recruitment and selection
- Reflect a sex and ethnicity balance wherever possible
- Declare if they already know a candidate
- Be willing and able to attend all interviews for the duration of the recruitment process, to maintain consistency and to ensure fair treatment of all candidates

There are specific requirements for the composition of the panel for the appointment to certain senior posts within the College, and guidance on these requirements is available from your HR Adviser.

The availability of Panel members, particularly when external members are• required, can be a critical factor in determining the length of the recruitment process — a four week notification time is not uncommon. For such appointments it is even more important to take action to set up the interview date as soon as the job and person specifications and funding are agreed.

4.7.14 Monitoring

To ensure the College's Equal Opportunities policies are working to benefit all concerned, it is considered good practice to keep up to date information on how staff groups are made up (e.g., gender, religion or belief, ethnic groups, those with disabilities, sexual orientation). Therefore the Institute asks all applicants to complete an equal opportunities monitoring form as part of the application process, including those schemes where no application form is required (e.g. research posts).

Access to this information will be restricted to a limited number of authorized Institute staff. The information may also be used for the purposes of compiling employee statistics and equal opportunities monitoring.

In order to obtain feedback from new recruits on their experience of the recruitment and induction process the HR team issue a questionnaire to new recruits when they have been in post for three months.

4.7.15 Interview/vive voice

Job interview is the most common device to select right person. In the event that a test is administered, all candidates-both internal and external should take the same test under identical conditions. Viva interviews generally occur after written tests or exercises.

The viva could be on an individual basis (one-to-one with each member of the Interview board) or with a panel (one interview before all members of the board). In either case, the interview board should develop a set of questions with scoring criteria just before the interview. Interview questions should focus on areas relevant to the job, including hypothetical scenarios and questions regarding required competencies. The same questions should be asked to all candidates, though the board may ask additional questions to probe for more information regarding answers where this seems justified. This is more relevant if the candidate appears promising. No question may be asked of a personal nature that does not relate to job requirements. No considerations should be given on candidate's gender, religion, culture, physical handicap, age etc unless such aspect is directly related to requirements of the job. However, some advantage may be given to women candidates if all other qualifications are equal and organizations willing to increase female personnel. The interview panel/board should evaluate the performances through a grading system for each question. On the basis of overall grade obtained in the tests and the subjective judgment, the boas d should prepare a justifying note of recommendation for final selection.

The structure of interviews should be decided .in advance. The Chair of the panel will agree and record with the appointments panel a format for the interview. This format should include:

- A welcome by the Chairperson
- An introduction to the panel members
- A brief explanation of the interview format -
- A questioning session with reference to the' person specification for the post
- A section where candidates are offered the opportunity to ask any questions

It is good practice to offer internal candidates feedback after interviews. Feedback should be specific, relating to the person specification, and honest.

4.7.16 Panels for future vacancies

Where it is clear that more than one person is suitable for the position, a panel of suitable applicants should be compiled from which future similar vacancies can be filled within 6 months, thereby reducing the costs of recruitment.

4.7.17 Reference check

HRM Department should conduct reference check for all finally selected candidates and on the basis of positive feedback from the referees, the appointment should be given. Referees may be contacted through email, telephone for formal letters. A mandatory reference check with the employee's last employer is necessary to gather integrity and performance related informant.

4.7.18 Salary negotiation

Negotiation of salary and benefits particularly of external candidates is an important task for HRM department. Normally it is not that many complexes for junior level positions but it is difficult for senior level positions. It is better to include the salary and benefits range in the job vacancy notice Negotiating the salary with the candidate is sort of bargaining the principle of which is that there is no winner or loser. For internal candidates the salary and benefits must be commensurate to the position even if her/his current level is low.

4.7.19 Interview records

Records must be kept of all tests and HRM Department should see that this is done. Records should include the short listings; all tests related papers including recommendation of the interview panel/board. HRM department should preserve all documents for future HR audit at least for five years or as per policy of organization.

4.7.20 Appointment letter

After finalization of selection; selected candidate must be given an appointment letter mentioning all major terms and conditions including salary and other benefits packages, this must be signed by the perspective employee who makes the appointment legal.

Chapter-5
Findings

5.1 Findings

After analyzing my report I have figured out some findings in JMI GROUP recruitment and selection process. These are:

1. Many times the most qualified candidates are not hired due their age being higher than the age requirement. As a result JMI has been deprived of eligible candidates.
2. Many times there is a long recruitment process qualified candidate's join other companies without waiting. As a result, JMI is depriving eligible candidates.
3. The same content mentioned in one circular is repeatedly in different recruitment notice. The information mentioned in the circular is not updated. As a result people have a bad idea about JMI.
4. The old policy is still running in JMI. The policies should be upgraded periodically based on the current period. As a result JMI lagging behind the other corporate house.
5. Promotion process in JMI Group is very lengthy. It takes about 12/13 years for an executive to become a Manager. As a result his career growth slowed down.
6. In some recruitment cases, interview board members are appointed by persons known to them. As result qualified candidates are deprived of job.

Chapter-6
Recommendations and Conclusion

6.1 Recommendations

To Improve the present 'Recruitment and selection process of JMI GROUP the following recommendation have been suggested.

1. HR Department of JMI Group should allow age relaxation in case of eligible candidates.
2. Care should be taken to ensure that the recruitment process is not prolonged. Otherwise JMI Group will be deprived of potential & efficient candidates.
3. Appropriate information related to the post should be mentioned in the circular without repeatedly publishing the content mentioned in the same circular. Then people will have a good idea about JMI Group.
4. JMI Policies should be updated. Otherwise, talented, honest, qualified candidates will not be able to hire.
5. JMI Group should be promote the officers on time. Due to the long process many honest, competent officials are regularly resigning and moving elsewhere for better opportunities.
6. JMI Group should free, fair screening in the recruitment process. Then JMI will be able to place the right people in the right place.

6.2 Conclusion

Recruitment and selection are getting very much importance these days in the pharmaceuticals sector. It is very critical thing to evaluate the human resources. It is a systematic procedure that involves many activities. The process includes the step like HR planning attracting applicant and screening them. It is very important activity as it provides right people in right place at right time. It is not an easy task as companies future is depends on this activity. If suitable employees are selected which are beneficial to the company it is at safe side but if decision goes wrong it can be dangerous to the company. So it is an activity for which HR department gets very much importance. Recruitment and selection procedure and its policies changed as per the pharmacy activities. Its importance also gets changed as the company changed. Effective recruitment is important in achieving high organizational performance and minimizing labor turnover. As of now JMI GROUP has a team of effective human resource which is efficiently managing the organization at its best. Though the recruitment process adopted by the organization needs to be improved, challenges are ahead for the HR Department to recruit people after the effect of recession. In the present competitive & dynamic environment, it has become essential for organization to build and sustainable.

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