

Report On
Reducing paperwork in the recruitment and selection process for sustainable solutions of time management and enhanced efficiency: A detailed research on Square Pharmaceuticals PLC.

By
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An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

BRAC Business School
Brac University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing a degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

Dr. Nusrat Hafiz
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Kha 224, Bir Uttam Rafiqul Islam Avenue, Merul Badda, Dhaka, 1212

Subject: Submission of research paper on “Reducing paperwork in the recruitment and selection process for sustainable solutions of time management and enhanced efficiency: A detailed research on Square Pharmaceuticals PLC.”

Dear Ma'am,

I am pleased to submit my research paper titled “Reducing paperwork in the recruitment and selection process for sustainable solutions of time management and enhanced efficiency: A detailed research on Square Pharmaceuticals PLC.” This topic has been selected as a part of my study about the transformation of the recruitment and selection process from a traditional manual approach to digitalization with ATS integration.

The report depicts my internship experience with Square Pharmaceuticals PLC in the Human Resources Department (Recruitment and Selection Team), where I engaged in different HR operations and had the opportunity to observe the ongoing recruitment system. The study attempts to find inefficiencies of manual paperwork in the hiring process and suggest sustainable digital alternatives to ensure proper time management and efficiency.

I tried to make the research paper full-fledged, informative, and caring, and in consideration of the academic as well as the practical approach. Hopefully the research paper fulfills all the desires that it is supposed to.

Sincerely Yours

Md. Asibul Haque Shovon

Student ID: 20204052

BRAC Business School

Non-Disclosure Agreement

I declare that the information presented herein, including insights into the recruitment system, HRM practices, and internal functioning of the Human Resources Department of Square Pharmaceuticals PLC, had been gathered within the framework of confidentiality set by the organization.

During my internship period in the Recruitment and Selection team of the Human Resources Department, I was exposed to a variety of confidential procedures, documents, and practices. While this report reflects my learning and observation during the period, I have made sure that no sensitive or proprietary information has been disclosed. The information accounted for in this report has been generalized, anonymized, or reasonably utilized so as not to violate any confidentiality standard as set forth by Square Pharmaceuticals PLC.

There is no confidential employee data, internal evaluation paper, method, or plan that has yet to be unveiled for the organization included in this report. I assure the viewers of this report that I shall never break any professional code or trust the organization has put in me. All data and insights collected during the internship will be held in strict confidence and shall not now or in the future be disclosed to any third party.

Acknowledgement

I extend my heartfelt thanks to all those who made it possible for the successful completion of the internship report titled "Reducing Paperwork in the Recruitment and Selection Process for Sustainable Solutions of Time Management and Enhanced Efficiency: A Detailed Research on Square Pharmaceuticals PLC."

In the first place, I am ever grateful to Square Pharmaceuticals PLC for allowing me to carry out my internship in their Human Resources Department, specifically in the Recruitment and Selection Division. The exposure and knowledge I gained through this journey have been truly immense in helping me understand real-world HR operations. Special thanks go to all the executives, senior executives, and managers who patiently taught me, shared their experiences, and gave me valuable insights that enriched the research.

I also put on record my sincere appreciation to Dr. Nusrat Hafiz, my university supervisor, who relentlessly provided me with an impetus throughout the writing of this report. Her encouragement, critical suggestions, and constructive feedback were valuable in helping me maintain the academic standard of this work and stay focused on the research objectives.

I am also thankful to all the HR team members and interview participants at Square Pharmaceuticals who generously shared their time and input, allowing me to collect the necessary data and firsthand observations for this study. Their cooperation was essential to the completion of this work.

Lastly, I would like to thank my family and friends for their unwavering support, patience, and encouragement throughout this journey. Their motivation and belief in me gave me the strength to complete this report with full dedication and integrity.

A big thank you to everyone who contributed in any way—your support made this achievement possible.

Md. Asibul Haque Shovon

Executive Summary

This report is intended to analyze the recruitment and selection process at Square Pharmaceuticals PLC and to suggest sustainable technology-based solutions to lessen paperwork and improve time management so that the whole operational efficiency of the company could be increased. The research basically addresses the issues concerning the traditional manual recruitment system within the company and searches into how this digital transformation could help put in a more streamlined and effective recruitment workflow by having Applicant Tracking Systems (ATS).

Square Pharmaceuticals, being the major player in the pharmaceutical industry in Bangladesh, at present conducts most of its recruitment activities in a paper-based manner, including collection of CVs, manual interviewing files, repeated communication with candidates, and writing down candidate evaluations. Whilst there is some level of productivity in these methods that are there to save time and energy, they really need modernizing in the face of HR systems that multinational companies such as Pfizer have adopted, a complete and full-scale digital recruitment platform.

The study is qualitative, with a research design that used semi-structured interviews with HR executives, senior executives, and managers of the Recruitment and Selection section. Primary insights were also provided owing to direct participation in the recruitment procedure during a three-month internship at the company's Corporate Headquarters (CHQ). The findings highlight the major bottlenecks that exist in areas such as CV sorting, written examination evaluation, and candidate communication. Further, the study finds an openness prevailing among HR professionals toward digital adoption with no facility in the form of budget or IT infrastructure; hence, these do not form genuine barriers.

Recommendations are proposed on the basis of these, including running a pilot with the digital recruitment tool at CHQ, holding structured training sessions for the HR staff, appointing an implementation supervisor for the same, and gradually rolling out the system to other departments. It is expected to save time, reduce errors, and improve so much the candidate experience that HR professionals at Square deem this ever more vital for employer branding and talent acquisition.

This research ultimately reinforces the strategic importance of digital transformation in human resource management, underlining the need for organizations like Square Pharmaceuticals to evolve their HR systems in tandem with global best practices for the dual purposes of improving internal processes and attracting and retaining quality talent in an increasingly competitive market. The findings and recommendations made in this report serve as working insights toward the long-term objective of building a modern, agile, and resilient HR infrastructure.

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List of Acronym

HR: Human Resources

HRM: Human Resource Management

HRD: Human Resources Department / Human Resource Development (used interchangeably depending on context)

ATS: Applicant Tracking System

CV: Curriculum Vitae

CHQ: Corporate Headquarter

IT: Information Technology

KPI: Key Performance Indicator

GMP: Good Manufacturing Practices

WHO: World Health Organization

CRM: Customer Relationship Management

ERP: Enterprise Resource Planning

R&D: Research and Development

API: Active Pharmaceutical Ingredient

EU: European Union

USFDA: United States Food and Drug Administration

EMA: European Medicines Agency

ROI: Return on Investment

SOP: Standard Operating Procedure

PDF: Portable Document Format

Chapter 1: Overview of Internship

1.1 Student Information:

Name: Md. Asibul Haque Shovon

ID: 20204052

Program: BBA

Major: Human Resources Management (HRM)

Minor: Computer and Information System (CIM)

1.2 Internship Information:

1.2.1 Period: 3 Months (10/02/2025 to 09/05/2025)

Company Name: Square Pharmaceuticals PLC.

Department/Division: Human Resources

Address: 48 Mohakhali C/A, Square Center, Dhaka-1212

1.2.2 Internship Company Supervisor's Information (Name and Details):

Name: Md. Nurul Islam

Position: Manager, Human Resources

1.2.3 Job Scope: Job Description/Duties/Responsibility

This position surrounds the HR intern in the recruitment and selection team at Square Pharmaceuticals PLC. The responsibilities are multiple and imperative to the duty of hiring. These were my major undertaking role duties:

- **Collects CVs and Sorts:** Collection of job applications from various job portals, the company career website, or e-mail addresses. Then sort the CV according to the job requirement, degree qualification, and relevant experience. Now it is ready to hire.

- **Calling Candidates:** Calling potential candidates regarding the process of interview scheduling, job descriptions, and additional topics related to the recruitment process, which should always be made professionally and clearly stated.
- **Interview File Creation:** Have to create essential documents that contain the CVs of candidates, interview evaluation forms, and interview schedules. An organized interview file helps the interview session by maintaining time management and giving the necessary information about candidates.
- **Coordination with Candidates:** Being a communication bridge between shortlisted candidates and the company throughout the different levels of the recruitment process. This involves follow-up calls, confirmations, and rescheduling of interviews as prescribed.
- **Support for other HR teams:** Helping the other HR units whenever there is a need, such as for employee engagement activities, training sessions, or even just simple administrative work so that one can get a wider view of HR works.
- **Learning with HR Processes:** Structured training sessions conducted by HR executives and managers for employees to understand the recruitment process, talent acquisition, and a bigger picture of generally almost all HR functions carried out in the company.

1.3 Internship Outcomes:

1.3.1 Contribution to the Organization

Having spent my time in the organization as an intern, I have made the following contribution to the organization:

- **CV Collection and Sorting:** This became possible by reviewing and organizing CVs according to qualifications and job specifications towards an orderly and systematic recruitment process.
- **Make phone calls to interview candidates.** Contact shortlisted candidates to convey all details required for scheduling the interview, requirements, and expectations.
- **Construct interview files.** Compiling all those required documents—their CVs, interview score sheets, and forms to assess the candidates to facilitate flowing interviews.
- **Coordinating with Different Candidates in Different Hiring Stages:** Being a bridge between the candidates and recruiters by giving them updated information, rescheduling their calls, or answering any queries.
- **Helping Other HR Teams in Various Administrative and Budgeting Tasks:** Supporting HR executives in different activities, such as the preparation of reports and data entry, along with assisting in HR-related events, particularly contributes to the overall efficiency of the department.

1.3.2 Benefits of the student:

- **Involvement in Recruitment:** The actual experience of recruitment through participation and observation of the recruitment and selection processes opened a doorway to a more practical introduction into hiring procedures and strategies in recruitment.
- **Professional Communication Skills:** Continuous interaction with candidates, recruiters, and HR professionals sharpened my ability to communicate in a professional and effective manner in the corporate setting.

- **Time Management and Multitasking:** Working on various recruitment tasks, such as scheduling interviews, making calls to candidates, and preparing reports under strict deadlines, sharpened my ability to prioritize tasks with great efficiency.
- **Broadened Knowledge in Human Resources:** Being in a structured training program with direct exposure to practical settings allowed me to learn various HR functions beyond recruitment, such as workforce planning, employee relations, and HR compliance.
- **Networking Opportunities:** I interacted with HR professionals, executives, and hiring managers, and thus I could create some valuable professional contacts that could be helpful for me in the future.

1.3.3 Problems or difficulties (faced during the internship)

The internship was indeed a learning experience; however, I suffered some difficulties, such as

- **Managing a High Volume of Candidates:** That was indeed difficult and required organizational skills to keep the multiple calls and follow-ups while scheduling interviews within a pressing timeline.
- **Technical Issues:** Technical difficulties—some system and network issues would sometimes interrupt communication with candidates, causing rare hindrances in the recruitment process.
- **Adaptation to Corporate Culture:** The shift from an academic environment into corporate life necessitated learning—the nuances of workplace etiquette, company policies, and the professional expectations at play.
- **Balancing Multiple Tasks:** Balancing various HR tasks was a perfect example of being adept at working with time management and under pressure.

1.3.4 Recommendations (to the company on future internships)

I will recommend the above for improving internship experience:

- More hands-on training makes interns get more involved in HR software and decision-making processes.
- **Mentorship Program:** Assigning each intern a dedicated mentor who guides interns throughout the internship.
- **Structured Feedback:** Regular feedback sessions for interns on their trajectory to improve their skills.
- **Interactive Learning Opportunities:** organizing workshops or case studies to improve interns' knowledge of HR over and above what they learn during the day-to-day operation.

Chapter 2: Organization Part

2.1 Introduction

Square Pharmaceuticals PLC. is one of the largest pharmaceutical companies in Bangladesh. After completing my internship at SPPLC, now I know about its structure, its way of operating, and how it manages its operations. Moreover, this chapter is intended to cover an extensive understanding of that organization, including leadership style, human resource practices, marketing strategies, financial performance, and competitive position in the industry.

2.2 Overview of the Company

2.2.1 Company Background

Square Pharmaceuticals PLC was established in 1958 and since then has been in the development process from a small entity into the largest pharmaceutical company in Bangladesh. This company is engaged in producing a large manufacturing unit diversity, from the production of antibiotics, cardiovascular drugs, and animal health to all other human health product ranges. Over the decades now, Square Pharmaceuticals has extended its market presence to more than 45 countries worldwide, and thus an international reputation as a producer of high-quality products with adherence to international regulating standards has been inculcated.

2.2.2 Vision, Mission, and Objectives

- **Vision:** “We view business as a means to the material and financial well-being of the investors, employees, and the society at large, leading to accretion of wealth through financial and moral gains as a part of the process of human civilization.” (From SPL Website)
- **Mission:** “Our mission is to produce and provide quality & innovative healthcare relief for people, maintain stringently ethical standard in business operation also ensuring benefit to the shareholders, stakeholders and the society at large.” (From SPL Website)
- **Objectives:** “Our objectives are to conduct transparent business operation based on market mechanism within the legal & social framework with aims to attain the mission reflected by our vision.” (From SPL Website)

2.2.3 Departments of the Company

1. Medical Services Department (MSD)
2. Sales Department
3. Product Management Department (PMD)
4. Accounts and Finance Department
5. Market Research and Planning Cell
6. International Marketing Department (IMD)

7. Technical Services Department (TSD)
8. Supply Chain Management
9. Information Technology (IT) Department
10. General Service Department (GSD)
11. Human Resources Department
12. Quality Control Department
13. Distribution Department
14. Quality Assurance Department
15. Share & Corporate Affairs
16. Production Planning
17. Engineering Department
18. Production Department
19. Project Management Department
20. Internal Audit
21. Material Planning & Inventory Control
22. Product Development & validation
23. Business Development Department

2.3 Management Practices

2.3.1 Leadership Style

Square Pharmaceuticals adopts participative and democratic leadership styles, thus encouraging the internalization of employee participation and suggesting ideas for creation. Decision-making becomes decentralized; managers and team leaders are involved in strategic planning. The company practices and believes in ethical business practices, transparency, and corporate governance to build its image as a socially responsible organization. For example, in my internship period, there was a campaign among all kinds of employees at Square Pharmaceuticals PLC. to give new ideas or suggestions on any topic related to the company. The campaign name was Innofest. They collect ideas and suggestions from low- to high-level employees for the betterment of the company.

2.3.2 Human Resource Planning

- **Recruitment and Selection Process:** The HR department pursues an organized way of hiring, including advertisements in newspapers, internal transfers, screening, many interviews, and background searches.
- **Compensation System:** It offers a competitive salary structure and performance-based bonuses, medical insurance, provident funds, and other employee benefits to retain their talent.
- **Training and Development Initiatives:** Employees undergo training for the most part on a prescribed schedule, which includes skills development workshops, leadership programs, and cross-functional training courses.
- **Performance Appraisal System:** Employee performance is periodically assessed through key performance indicators (KPIs) and can be enhanced with merit-based promotions as well as providing career opportunities.

2.4 Marketing Practices

2.4.1 Marketing Strategy

Marketing Strategy Square Pharmaceuticals opts for a growing aggressive marketing strategy through a direct and indirect sales approach, which consists of physician marketing, digital advertisement, and retail pharmacy partnerships to improve its market penetration.

2.4.2 Target Customers and Positioning Strategy

Square Pharmaceuticals targets healthcare professionals, hospitals, clinics, government institutions, and retail pharmacies and positions itself as a company providing high-quality medicines at competitive prices that are affordable to all kinds of people.

2.4.3 Marketing Channels

Use a mix of direct selling representatives, online sales platforms, 30 distributor depots all over Bangladesh, and healthcare provision partnerships to distribute products of the company.

2.4.4 Branding and Advertising

Square Pharmaceuticals spends a lot of money on brand promotions through television advertisements, medical conventions, social media promotions, and sponsorships.

2.4.5 Critical Marketing Issues

Challenges include increasing competition from both local and multinational pharmaceutical companies, stringent compliance with regulations, and continuous innovations in product offerings.

2.5 Financial Performance and Accounting Practices

2.5.1 Financial Analysis

Square Pharmaceuticals demonstrated consistent rising revenues and profitability through the years. As evidenced by the company's strong market share, high returns on investment (ROI), and consistent payment of dividends to shareholders, the company is indeed financially stable.



Directors' Report
To the Members

FINANCIAL RESULTS AT A GLANCE

The Company's standalone financial results for the year ended June 30, 2024, as compared to the previous year, are summarized below:

Particulars	2023-2024 Taka	2022-2023 Taka	% ↑ ↓
Net Revenue	59,794,584,816	58,419,084,978	2.35 ↗
Cost of Goods Sold	32,526,763,732	30,384,776,887	7.05 ↗
Gross Profit	27,267,821,084	28,034,308,091	2.73 ↘
Operating Expenses	13,785,396,910	11,388,035,892	21.05 ↗
Net Profit (Before Tax)	19,887,843,068	21,097,122,423	5.73 ↘
Income Tax Expenses	4,296,471,162	4,626,894,910	7.14 ↘
Net Profit (After Tax)	15,591,371,906	16,470,227,513	5.34 ↘
Gross Profit Margin	45.60%	47.99%	4.97 ↘
Net Profit Margin (Before Tax)	33.26%	36.11%	7.90 ↘
Net Profit Margin (After Tax)	26.07%	28.19%	7.51 ↘
EPS (Earning Per Share) Tk.	17.59	18.58	5.34 ↘
EPS Consolidated Tk.	23.61	21.41	10.26 ↗
EPS on IPO Paid-up Capital Tk.	1,559.14	1,647.02	5.34 ↘

Figure 1: Financial Results of Square Pharmaceuticals PLC. (2024)

Note: Profit and EPS have declined due to the transfer of several products of Square Pharma to Square Lifesciences Ltd., a virtually wholly owned subsidiary (99.95%) for strategic purposes. However, consolidated profit and EPS remain unaffected and have experienced a positive growth of 10.26% with respect to the previous year.

2.5.2 Accounting Practices

This company adheres to the international financial reporting standards and implements accrual-based accounting principles. Regular audits are taken to ensure financial transparency as well as compliance with local and international regulations.

2.6 Operations Management and Information System Practices

- **Use of Information Systems:** Square Pharmaceuticals mainly employs advanced software such as Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) to streamline procedures, such as supply chain management, inventory monitoring, and customer engagement.
- **Quality Management:** The company works in compliance with standards for Good Manufacturing Practices (GMP) and WHO guidelines in the high-quality medicines manufactured.
- **Resource Allocation:** Decisions are made based on data to assist in minimizing inventory, workforce management, and production planning.

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces Analysis

- **Threat of New Entrants:** Moderately high because of heavy capital investment and regulatory requirements.
- **Bargaining Power of Suppliers:** Low - Square Pharmaceuticals procures raw materials from multiple sources of suppliers across the globe.
- **Bargaining Power of Buyers:** Average-because buyers have other alternative choices.

- **Threat of Substitutes:** High due to the competition posed by generic medicines and alternative health solutions.
- **Industry Rivalry:** Very high competition between domestic and multinational pharmaceutical companies

2.7.2 SWOT Analysis

Strengths

Market Leadership

- Square Pharma commands almost a 20% market share in Bangladesh, making it the largest pharmaceutical company in the country.
- With strong market positioning, the firm can thus count on some regularized stream of revenues and ought to have a dominant hand over the suppliers and distributors.

Strong Brand Image

- The company is mostly known to manufacture superior-quality and affordable drugs in compliance with WHO-GMP standards.
- The products have, over time, gained faith among doctors, pharmacists, and patients, thus providing Square Pharma with a competitive edge toward its rivals.

Large Range of Products

- Square Pharma produces more than 500 different medicines, encompassing antibiotics, cardiac drugs, and cancer therapy.
- This diversification serves to dilute the dependence on any one product category while serving a wide range of medical needs.

Vertical Integration

- The company produces its own APIs, which tend to be in excess of domestic demand, thus reducing production costs.
- Its control over the supply chain enables efficiency and consistency in product quality.

Worldwide Export Market

- Square Pharma stands in exports to over 40 countries all along Africa, Asia, and Europe.
- A further push in preference toward regulated markets like the EU could only work on behalf of the firm's global development.

R&D Capabilities

- The company invests in research to develop generics, biosimilars, and new formulations.
- Strong R&D is of the utmost advantage to them in a competitive market, along with the capability of adapting to changing healthcare requirements.

Financial Stability

- The Square Pharma experiences steady profitability supported by good cash reserves and efficient operations.
- This strong financial position enables reinvestment in growth, research and development, and technological innovation.

Weaknesses**Dependent on the Domestic Market**

- Since more than 80% of revenue comes from Bangladesh, it is susceptible to local economic and regulatory changes.
- Limited global presence compared to its multinational competitors restricts its growth opportunities.

Generic Product Oriented Portfolio

- Most of the products from the company are generics, which creates pricing pressure and lower profit margins.
- The absence of patented drugs thus limits competition in high-value segments.

Challenges to Regulatory Compliance

- Regulatory requirements require huge investments in facility upgrades and audits to meet international standards such as the USFDA and EMA.

- Moreover, delays from these approvals tend to deter export expansion towards premium markets.

Competition from Local and MNC Rivals

- Sanofi and Novartis, while companies such as Incepta and Beximco also intensify price wars.
- To maintain its market leadership, innovation is a must for Square every other day.

Opportunities

Growing Domestic Demand

- The increasing population of Bangladesh and healthcare awareness have driven higher medicine consumption.
- Government programs such as universal healthcare broaden market opportunities.

Export Market Expansion

- Untapped markets in Africa, Latin America, and Southeast Asia offer growth opportunities.
- Entering the regulated market (EU, US) with high-quality generics can enhance profitability.

Threats

Intense Price Competition

- Multinational and local companies (like Novartis, GSK, ACI, and Beximco) compress pricing and also profit margins.
- The regulations of price control in Bangladesh can limit profitability.

Raw Material (API) Dependency

- Supply chain disruption can happen because of foreign API dependence (70% on China and India).

Counterfeit Medicines

- Brand reputation and patient safety can be harmed because of duplicate medicine in the market.
- Strong anti-counterfeit controls and regulatory enforcement are required to prevent this.

2.7.3 Competitor Analysis

The pharmaceutical market in Bangladesh is highly competitive, with several Tier I players fighting for market share in the country. The analysis below compares Square Pharmaceuticals PLC with its respective competitors:

- **Square Pharmaceuticals PLC:** The market leader in Bangladesh, Square Pharmaceuticals owns about 17.76% of the entire market. The company has a strong hold, both locally and internationally, when it comes to exports, which cover over 45 countries (Square Pharmaceuticals PLC., n.d.). Their work involves continual innovation and research and development, in combination with something they call "expanding into the world."
- **Beximco Pharmaceuticals Ltd.:** One of the oldest pharmaceutical companies in Bangladesh, Beximco is almost equally split between the domestic and international markets. The company has a robust export profile with products registered in the USA, EU, and other markets worldwide. Beximco invests greatly in advanced manufacturing and compliance with regulations to maintain competitiveness on a global scale.
- **Renata Limited:** Renata is engaged in producing pharmaceutical and animal health products of superior quality. The company enjoys a substantial market share in veterinary medicine, with an established distribution network (Renata PLC, n.d.). Renata competes with Square Pharmaceuticals in both human and animal health.
- **ACI Pharmaceuticals:** ACI Pharmaceuticals has diversified into several healthcare segments, including consumer health and OTC products. It leverages strong brand recognition and expanded retail coverage to compete in the market.
- **Eskayef Pharmaceuticals (SK+F):** Eskayef Pharmaceuticals forms another major competitor and lies with a focus toward high-end pharmaceuticals and stringent regulatory compliance. It has diversified into regulated markets like Europe and the USA,

directly on the path of strong competition with Square Pharmaceuticals at a global scale (Eskayef, n.d.).

Comparative Performance Overview:

Company	Market Share (%)	Export Countries	Key Strengths
Square Pharmaceuticals	17.76%	45+	R&D, Global Expansion, Strong Brand
Beximco Pharmaceuticals	13.8%	50+	Advanced Manufacturing, Regulatory Approvals
Renata Limited	7.3%	25+	Veterinary Products, Strong Distribution
ACI Pharmaceuticals	5.6%	20+	Consumer Health, Retail Network
Eskayef Pharmaceuticals	4.8%	30+	High-end Pharma, International Expansion

Square Pharmaceuticals leads its competitors because of a strong market presence, an extensive product range, and strategic investments in research and innovation. The constant concern bothering Square currently is how to encourage players further in concentrating on the global market, regulatory compliance, and niche products.

2.8 Summary and conclusions

Square Pharmaceuticals PLC has become an industry leader in Bangladesh and progressed beyond the competition to extend to 45 other nations. The company derives its success from continued product innovation, maintenance of high standards, and strong operational practices. With efficient leadership along with strategic marketing and adherence to international standards, the company maintained strong growth rates, market share, and reputation in the industry. Square continues to thrive amidst fierce competition due to its ability to adapt to the challenges of the industry and its strategic investments.

2.9 Recommendations/Implications

1. Strengthen Digital Marketing

Put more money into digital platforms like social media and online ads to develop strategies that better approach younger healthcare professionals and expand brand visibility.

2. Expand into Emerging Markets

Focus on growth opportunities in Southeast Asia, Africa, and Latin America for requirements in diversifying sources of revenue and building an international image.

3. Invest in Sustainable Practices

Via sustainable manufacturing and eco-friendly packaging, the brand can enhance its reputation and appeal to eco-conscious consumers.

4. Improve Supply Chain Resilience Enhancing supply chain resilience through diversifying suppliers and investing in technology to manage risks better regarding raw material shortages and global disruptions.

This set of recommendations will further strengthen Square Pharmaceuticals' market standing and growth."

Chapter 3: Project Part

Reducing paperwork in the recruitment and selection process for sustainable solutions of time management and enhanced efficiency: A detailed research on Square Pharmaceuticals PLC.

3.1 Introduction:

Recruitment and selection is an important part of human resource management; it mostly determines how well an organization attracts and retains quality people. With the fast-moving world today, many companies worldwide are embracing digitalization at various levels of the recruiting process to ensure the speedier reduction of administrative processes and to enhance efficiency. Yet, even the most successful companies in the Bangladesh economy, such as Square Pharmaceuticals PLC, still recruit manually through paper. This project thus deals with the problems that arise from traditional methods of recruitment within Square Pharmaceuticals and explores the digital sustainable solution that saves time and increases operational productivity. The project aims to develop a proposal for action strategies related to modernizing the hiring process at Square by analyzing global trends, local market practices, and specific pain points of Square. The study is about cost-effective digital tools such as ATS (Applicant Tracking System), cloud document management, and automated communication channels to change the recruitment framework at Square. The primary data sourcing from HR experts and secondary research on best practices will form the bridge between current manual processes at Square and their competitors' modernized, digitized versions. It is expected that the findings would help to assist in providing a high-quality level of efficient recruitment, candidate experience, and efficient organization in the fast-evolving environment of the pharmaceutical industry in Bangladesh.

3.1.1 Background and Problem Statement

The pharmaceutical industry has worldwide slashed into digitalization in HR where the key players are using modern tools like Applicant Tracking Systems (ATS), AI-based resume screening, and cloud platforms for recruitment purposes. This has been a great blessing for lessening the time necessary to hire, reducing human bias in the hiring procedure, and providing better accuracy in data retention. Take multinational companies Pfizer and Novartis, for instance; they use integrated ATSs for automation in the shortlisting and scheduling of interviews, reducing time-to-hire by 30-40%. On the contrary, the pharmaceutical industry in Bangladesh has been lagging in adopting these innovations, mainly due to financial limitations, confined awareness, and a deep-rooted cultural inclination towards traditional systems. Admittedly, rival companies, such as Beximco Pharmaceuticals and Eskayef Pharma, have embarked upon the use of ATS and AI tool-based recruitment processes, but Square Pharmaceuticals PLC prefers old manual methods according to its own status quo as a market leader. It germinates an inefficiency-prone environment, such as prolonged CV sorting, lost physical files, and late candidate communication. This not only permits an otherwise expedited hiring process to become the company's competitive advantage, but this lagging behind also makes hiring that much more difficult for Square.

They face issues with Square's high volume of applications across departments, where a fast and accurate process would be tailored for hire. Applications therefore take too long to process manually, giving the opportunity of having good candidates taken by competitors with faster viewing and interaction via technology. Furthermore, manual processing burdens the HR department with extra tasks, increasing operational costs while lowering productivity. The present study highlights these gaps and even proposes a hybrid digital model that would be adjustable to the needs of Square by linking low-cost ATS solutions with a phased training program for an assured successful take-up. The military implementations of these challenges will assist in catapulting Square Pharmaceuticals to leading-edge developments in HR within the pharmaceutical industry in Bangladesh, working somewhat along the lines of global developments with cost parity.

3.1.2 Objectives

To enhance time management and efficiency in the recruitment and selection process of Square Pharmaceuticals PLC. I am trying to find a sustainable way to reduce paperworks by transforming some works into digital platforms. It will be a mixed strategy of digitalization and traditional recruitment and selection process. In this research I will use these research questions to collect the feedback from relevant personnel and use these as my primary data in my research:

1. What is the current level of familiarity and comfort among Square Pharmaceuticals' HR staff with digital recruitment tools like ATS or AI screening?
2. What tasks are the most time-consuming in your current recruitment process, and with digital tools (e.g., ATS), how much time could be saved ?
3. What are the challenges that prevent Square Pharmaceuticals from adopting paperless recruitment systems? (budget, training, IT integration).
4. How do manual processes impact candidate satisfaction, and what are the digital solutions (e.g., automated SMS updates) that you think could improve it?
5. What are your thoughts on Square's HR team being prepared to test a low-cost ATS (e.g., Zoho Recruit) for a specific department (e.g., R&D)?

3.2 Methodology

The study has adopted a qualitative research methodology to fulfill its objectives. The selection was based on the premise that this method suits human resource issues such as recruitment and selection, which are intricate; therefore, one must focus on interpretation from actions, processes, and perceptions of people involved. Quantitative research theorizes in numbers and statistics; qualitative research, however, tries to get deep into the "how" and "why" of the given subject. The research will identify the main problems faced by Square Pharmaceuticals PLC in their conventional methods of recruitment and will yield sustainable and technology-based solutions from both primary and secondary data.

a) Primary Data Collection

Primary data will be collected directly from individuals engaged in the recruitment procedures of Square Pharmaceuticals PLC. Semi-structured interviews will be arranged with HR executives, senior executives, and managers in the human resources department. Open-ended questions will encourage the respondents to express their views on personal experience and insights, as well as suggestions. While key questions will be asked during these semi-structured interviews, there will be room for exploration of themes that may emerge during conversations. Relevant people will share views on the efficiency of current recruitment systems, on the problems they experience when having to deal with huge pools of applicants, on paper-based documentation, and on whether they would consider using any kind of electronic tool, such as an Applicant Tracking System (ATS). Here are the details of the interview participants from the Square Pharmaceuticals PLC.-

Sl.	Name	Designation	Department (Team)
1	Nurul Islam	Manager	Human Resources (Recruitment and Selection)
2	Md. Anisul Alam	Senior Executive	Human Resources (Recruitment and Selection)

3	Nuzat Binte Rabbani	Executive	Human Resources (Recruitment and Selection)
4	Sabrina Chowdhury	Senior Executive	Human Resources (Recruitment and Selection)

Additionally, as an intern placed in the Recruitment and Selection team, I will be undertaking participant observation as a data collection method. During my internship, I have been involved in sorting CVs, candidate communication, interview coordination, and documentation management. Such experiences offer first-hand knowledge about the operational realities, bottlenecks, and manual dependencies in the current recruitment workflow. Observational data arising from these daily tasks, formal HR meetings, and informal chats will be jotted down in field notes to complement interview data. This combination of interviews and observation will assist us in capturing the strategic and operational levels of recruitment.

b) Secondary Data Collection

Using secondary data will help in carrying the findings from primary sources along for support, validation, and contextualization. Thus, a rigorous online investigation of academic articles, peer-reviewed journals, white papers, and industry reports with respect to recruitment practices, digitalization of HR, and implementation of ATS in corporate settings will be carried out. This secondary research will then be applied in making a comparison between different HR trends - both global and local - with the current practices of Square, highlighting the gaps, and drawing lessons from organizations that have created digital recruitment systems.

In addition, considerable attention will be devoted to internal company documents and resources that encompass the official website for Square Pharmaceuticals PLC, their published annual reports, and all available information on their previous recruitment campaigns, such as timelines for hiring, volumes of applications, and associated documentation for processes. These records are to be scrutinized to appraise the existing capacity of recruitment, thereby confirming the identification of the recurring challenges in the recruitment process of the company. For example, evaluate whether delayed recruitments, miscommunications, or paperwork-oriented bottlenecks have been recorded before. This will provide an understanding of the historical and

organizational context in which to recommend measurable changes that are realistically in line with the capabilities and culture of the company.

3.3 Interview

Through semi-structured interviews, the research was set to look into the present recruitment and selection issues at Square Pharmaceuticals PLC to respectively identify possible interventions for increased effectiveness and sustainability. This method was selected because it allows the researcher to run through a somewhat guided set of questions but gives that flexibility to dive into open-ended discussions. Harrell and Bradley (2009) deem this method to be an enhancement to understanding because it encourages participants to share personal experiences and practical knowledge beyond predetermined answers. The semi-structured interview was mainly helpful in gaining insights from the HR officials of CHQ of Square Pharmaceuticals PLC into some operational issues as well as the provision of their attitudes toward some potential digital solutions.

3.3.1 Sampling method

Since there was a constraint on time, there was a need to generate qualitative data quickly, and hence the researcher considered and went ahead with the convenience sampling method. The reasoning for employing this approach dwelt on the fact that the HR staff involved were extremely burdened with lots of work and had little time to spare. The convenience sampling method is a non-probability sampling focus on selecting participants simply because they are accessible and willing to participate in the study. The selected sample included HR executives, senior executives, and managers of the recruitment and selection team. Their accessibility and direct involvement in the hiring process qualify them best for the study. The process of interviews remained face-to-face, with the researcher conducting the interviews as an intern within the department. This gave a favorable environment for an interactive atmosphere in which the participants could express their enlightened views based on their real-time experience in recruitment activities.

3.3.2 Thematic Analysis

Since the sample size was small, manual statistical thematic analysis was performed on the data collected from the interviews. This method was chosen because it helped researchers identify unambiguous and meaningful patterns in qualitative data. Exactly after each interview, the responses were transcribed verbatim to retain the accuracy of what was actually said by a participant. The transcripts were then subjected to coding for key phrases, concepts, and repetitive ideas. These codes were then grouped into categories of themes used as a basis for interpretation and analysis. The emerged themes from the data were grouped into two major areas: first, challenges that are persisting in recruitment activities, such as manual workload and delay in communication; second, solutions proposed and the willingness of the HR team to embrace digital tools to help improve efficiency. Hence, the thematic analysis assisted in drawing well-structured conclusions from many opposite individual responses. This greatly contributed toward the research objectives.

3.4 Findings and analysis

This chapter explains how the qualitative data gathered from HR interviewees at Square Pharmaceuticals PLC is analyzed conceptually in the sphere of modern-day recruiting techniques and practices. The interviews aimed to understand the present practices followed, to pinpoint inefficiencies, and to test receptivity to digital transformation within recruitment and selection. Five major questions were addressed: experience with digital tools, manual time and effort in recruitment, barriers to digital adoption, candidate experience, and openness for pilot programs. Further, to arrive at conclusions, the practices of the leading multinational pharmaceutical company Pfizer were considered as a landmark to compare Square's practices in a broader global perspective.

3.4.1 Familiarity and Comfort with Digital Recruitment Tools

The first and most important finding of the interviews reveals that Square Pharmaceuticals PLC has never used any digital recruitment tools like an Applicant Tracking System (ATS) or automated resume screening software. Although none have worked with such tools, HR personnel formed the opinion that they would be more than willing to learn about such systems if they were to be introduced.

For a digital transformation to be successful, a proactive attitude toward technological change is one that HR should exemplify. Interviewees felt that they could integrate new technologies into their work with sufficient in-house and hands-on training, online modules, and self-assessment tools.

On the other hand, multinational pharmaceutical companies such as Pfizer have long been using ATS platforms such as Taleo or Workday and embedding them deeply into their recruitment systems. These systems do everything from posting for jobs, screening resumes, scheduling interviews, and communicating with candidates. Therefore, Pfizer can cut down considerably on time-to-hire and keep track of candidates more effectively as they move across departments.

Currently, Square's HR team still operates in a fully manual system, and this expressed openness and willingness to learn is the fertile ground for transformation if the implementation is staged and well-supported.

3.4.2 Manual Effort and Time-Consuming Tasks in Recruitment

Square's recruitment and selection process is full of manual effort, especially in CV sorting, paper exam coordination, and evaluation. One interviewee stated that sorting CVs for five positions alone could take five hours, an inefficiency that illustrates the labor-intensive nature of the current process.

The processes of printing CVs, compiling documents for interviewers, and following up with the candidates are manual and monotonous. In the present format, appointments, SMS alerts, or

spreadsheets are not scheduled or utilized in these processes; thus, high application volumes become particularly difficult to manage.

For instance, AI-enabled resume screening at Pfizer pre-sorts applicants on the basis of the job description and experience and qualification levels. Instead of manually scouring through hundreds of CVs, recruiters are given ready-ranked candidates, thereby saving hours of work. Furthermore, during interview stages, Pfizer implements automated evaluation forms and scoring systems that allow timely decision-making and documentation.

Paper-based processes can surely create a bottleneck for Square, especially during volume recruitment periods. In this case, implementing even a straightforward ATS can eliminate from 40 to 60% of CV sorting and evaluation time; thus, HR personnel may then be liberated for genuinely value-adding activities, such as candidate interaction or employer branding and strategy development.

3.4.3 Obstructions to Digital Uptake

One significant insight from the interviews was that budget restrictions cannot be considered barriers for digital tools at Square Pharmaceuticals. The HR professionals stated that if the digital tool can improve productivity and ease recruitment, then funds will be made available. This might indicate how the organization was ready and the leadership mindset is supportive of process improvement.

On the other hand, the implementation time might be a constraint, given existing workloads and operational timelines. HR teams are supposed to multitask around the crazy circle of recruitment, employee engagement, documentation, compliance, and so on. Finding time for system rollout on their own might be extremely difficult without support.

On the other hand, dedicated HR transformation teams with IT support ensure implementation of software and change management at Pfizer. There are large investments of project-specific resources made at Pfizer for such transitions to make sure that day-to-day operations are not disturbed while the embedding of new systems takes place.

Within the Square environment, a low-disruption, modular implementation approach is desirable, with a pilot implemented with one unit supported by external consultants or temporary digital coordinators to ensure adoption without placing too much strain on the HR team's normal work schedule.

Finally, the HR people also affirmed no IT infrastructure limitation for adopting digital tools. There are some considerations, like having good internet connectivity, hardware at the office, and access to the office's software, already providing for a conducive environment to support cloud-based platforms such as Zoho Recruit or BambooHR.

3.4.4 Candidate Experience Under the Current Process

One primary theme that arose in the interviews concerned how the manual nature of the process affects candidate experience. Interviewees among HR staff said that candidates often get frustrated by such steps as filling out paper-based forms, multiple appearances for interviews at different stages, or waiting for inconsistent feedback.

The written examination, the application form for management, and the follow-up that never comes are especially unsatisfactory to applicants. Such inefficiencies, particularly from top candidates, give them a negative impression of the company, as they would anticipate an almost borderline vetting recruitment process.

Pfizer, on the other hand, seems to have a well-thought-out candidate experience that forms the core of its recruiting approach. Confirmation emails, updates via SMS, reminders about giving feedback, verification procedures, and candidate feedback are all automated by their ATS. They utilize online assessments instead of a physical written examination, and application forms are set directly into job portals so that applicants do not need to duplicate their efforts.

Square's current system, while best functioning as the screening mechanism for candidates, could lose the different offerings advertised by faster-moving competitors. Elevating candidate experience through simple automation steps such as automatic email confirmations, online

application forms, and notifications of progress can greatly improve the employer brand of the company and its appeal in the job market.

Also, HR professionals agreed that candidate experience improvement would rank at the very top of the list, even against internal initiatives. Think about it: The way a potential candidate is treated during each interaction leaves an impression that transcends even the candidate and passes on to the candidate's network.

3.4.5 Interest in Pilot Implementation

All HR professionals enthusiastically supported the idea of piloting the use of digital tools in one department. They proposed a rollout strategy by departments, beginning with the corporate headquarters (CHQ) and then the factory, distribution, and sales teams. Starting with the CHQ would be easiest due to it being a controlled environment with centralized supervision and access to strategic support from senior management.

In order to solidify success in the pilot, HR professionals stated that there must be

- Pre-training for all users
- A dedicated supervisor or change leader, and
- Clear communication within the organization regarding the objectives and expected outcomes.

All these correspond with Pfizer's rollout approach, where pilots are facilitated by "change champions" within each team, following SOPs and a feedback loop being in place. Square should follow something similar and appoint a tech-savvy team lead as a supervisor of the pilot, along with hands-on workshops to establish those initial competencies.

As such, the project pilot will focus on developing features such as

- Resume parsing and scoring;
- Online tests
- Digital evaluation forms; and
- Communication automation.

Once these functionalities are validated at CHQ, they are scaled to other units subject to feedback and performance metrics.

3.4.6 Cross-Theme Observations

Several recurrent themes were brought up in the five lines of inquiry:

- There is a strong adoption of technology if it is to be used as a subject matter tool.
- Recruitment is manual and becoming less and less sustainable as the company grows.
- Enhancing candidate experience is a key concern, and manual systems impact that concern.
- The organization has the money, infrastructure, and internal support necessary to adopt technology, making this a strategic transformation opportunity.

It is by comparison with Pfizer that we see with the right tools and change management practices, enormous gains can be realized in efficiency, accuracy of data, and quality of experience. While Square exists in a largely different local resource context, the basics of good recruitment do not change: speed, clarity, and candidate satisfaction.

Through this lens of a customized, stepwise approach, Square Pharmaceuticals PLC nurtures a modern recruitment process without being in opposition to quality and operational continuity. The organization's leadership should see that this is not merely from a technology upgrade perspective but rather a long-term investment in human capital excellence.

3.5 Conclusion and Summary

This study focused on the recruitment and selection process of Square Pharmaceuticals PLC, with particular attention given to inefficiencies in the manual paper-based procedure and how digital, sustainable solutions can be adopted to enhance organizational efficiency and candidate experience. Data for the study was obtained from semi-structured interviews with HR personnel working at the Corporate Headquarters (CHQ), with a fillip from personal observations during the internship.

One major finding is that the current selection and recruitment process at Square does not involve any digital recruitment tools such as Applicant Tracking Systems (ATS). Yet, the HR professionals in the organization appear to be highly receptive to any new technology if they have access to the required training and support mechanisms. It is a good sign that a budget issue and IT infrastructure were not considered limiting factors in adoption in the organization; thus, the organization is in a favorable position to bring about change. Time availability, however, was considered a major constraint during implementation, given their actual workload.

The study further showed that manual tasks such as sorting CVs, calling candidates to the office, finalizing exam schedules, etc., are consuming a lot of time and energy and have led to backlogs and inefficiencies. These aggravating hurdles, accompanied by monotonous paperwork and lack of communication after applicants are contacted, adversely affect the candidate experience, a great focus that the HR team agrees is crucial for the building of a strong employer brand.

In contrast, global companies such as Pfizer have already digitized the entire recruitment cycle, leveraging ATS platforms to speed up CV screening, automate communication, and enhance decision-making through data-driven evaluation tools. Being that Square operates in a different market on a smaller scale, even adopting basic features of such systems, such as automated applicant tracking software updates, digital evaluation forms, and resume parsing, would greatly serve to elevate their efficiency and professionalism.

The report proposes, in response to these findings, a phased rollout of digital tools, initiated with a pilot at CHQ; this pilot should be paired with structured training, a dedicated implementation supervisor, and clear measurement milestones. Upon success, this phase could then be used as a model for further rollouts to other business units, such as factory operations, distribution, and sales. Further, there should be a concerted effort to make great strides in candidate communication, doing away with redundant form-filling, and streamlining the application experience through digitization.

In summary, Square Pharmaceutical PLC stands at a pivotal juncture in its HR evolution. The current system of recruitment has formerly been functional but is no longer efficient with an increasing number of applications and rising expectations of candidates in a competitive talent market. On the brighter side, the organization is willing and ready to accept change. With good planning, minimum investment, and a strong commitment to structured implementation, Square can hence embark on an agile and data-driven recruitment system that is friendly to candidates.

This change will help carve more internal effectiveness into the company, mend its employer brand, boost talent acquisition results, and almost align Square's HR practices with global industry standards. If implemented in hair-splitting detail, the suggested recommendations will pave the way to a stronger and more future-ready HR architecture for Square Pharmaceuticals PLC.

3.6 Recommendations

Following the research and comparisons relating to worldwide best practices, some recommendations are provided in an attempt to guide Square Pharmaceuticals PLC toward more sustainable and efficient ways of recruitment and selection:

3.6.1 Implementation of a Basic Applicant Tracking System (ATS)

Square Pharmaceuticals PLC may go ahead and implement a user-friendly and affordable Applicant Tracking System (ATS) to create automation and streamlining in various essential areas of the recruitment process. An ATS appropriate for the company could include Zoho Recruit, BambooHR, and Workable, which could serve several functions, such as digital collection of CVs, automatic parsing of resumes, ranking of candidates, scheduling of interviews, and tracking communication. No more error-ridden and time-consuming manual CV sorting or candidate follow-up, please. The recordkeeping will also be a lot easier, as one can simply call up a candidate's history whenever a need arises. By beginning with something simple, the HR team will progressively start its transition toward a digital process in a very manageable and inexpensive manner.

3.6.2 Starting with a Pilot project at CHQ

Rather than digital tools being implemented all at once over the organization, it would be better to start with a pilot at Corporate Headquarters (CHQ). CHQ is a controlled environment and is where senior HR professionals and key decision-makers are situated; hence, the testing environment should be ideal. The pilot should be conducted in a few selected departments in order to monitor how the digital system works within real scenarios of recruitment. This feedback from the pilot could then be applied to tailor the system to the company's particular needs prior to the broader rollout. In addition, the pilot approach would allow the organization to solve issues on a smaller scale and build internal confidence in the operation of the system.

3.6.3 Provide Structured Training Programs

Training is absolutely critical to any new system adoption. Structured and practical training sessions should be offered to the HR team at Square that are easy to understand and accessible.

These should include in-house workshops conducted by an expert, on-the-job system simulations, self-directed online learning, and follow-up support. By undergoing these training programs, not only would the HR staff be able to learn to operate the new system, but they would also appreciate its usage. A well-developed, change-ready team of people would embrace the changes and know how to apply the tools appropriately while passing on positive experiences that would advocate for wider use within the organization.

3.6.4 Assign a Dedicated Implementation Supervisor

A project lead or implementation supervisor should be appointed within HR to lead and orchestrate the digital transition. This individual will coordinate the training and pilot program while gathering feedback from team members on operation issues. Keeping a certain person behind a project gives accountability, reduces confusion, and realizes momentum. The supervisor can facilitate communication among HR, IT, and senior management, keeping the project aligned with organizational goals.

3.5.5 Digitization of Basic Communication and Candidate Tracking

A big part of improving recruitment hinges on reducing tedious tasks such as sending confirmation emails, SMS notifications, or manual tracking of candidate progress. With such a digital system in place, Square can automate candidate communications regarding application status updates, interview appointment scheduling, and result announcements. So, whilst saving HR teams time and energy, the candidate experience is uplifted as well since it keeps applicants well informed and engaged throughout. Digital tracking also helps with reports and transparency during the hiring process so that HR managers can make fast, data-driven decisions.

3.6.6 Eliminate Use of Paper Evaluation Forms

Paper forms and manual distribution of interview scoring and candidate evaluation introduce inefficiencies and increase the risks of loss of data and miscommunication. To resolve these issues, Square should transition these processes into something digital, either through the ATS or via editable and secure cloud-based templates. This change will allow evaluators to enter scores in real-time, bring standardization to the feedback given, and automatically record the

assessments in the candidate's profile. Over time, this will eventually set up a credible evaluation database, ensuring fair, consistent, and efficient hiring decisions.

3.6.7 Set Measurable KPIs for the Pilot

The company should define a set of KPI(s) to judge the digital pilot's success. Such KPIs might measure time-to-hire, cost-per-hire, candidates processed per week, and candidate satisfaction rating so that before-after comparisons reveal clear indications of the system's worth to assist decisions on whether to roll it out across departments. KPIs keep objectives monitored and issues flagged for early resolution to strategically rethink as required.

3.6.8 Expand Gradually Based on Pilot Success

With demonstrated potential in the pilot, the digital recruitment system should see its rollout to factory, distribution, and sales departments. It furthermore must be slow, adapted to each department's specific operational needs, and present online curriculum for other HR staff within these units. The reason for conducting implementation over a staggered time frame is to prevent potential burnout in support teams. This way, disruption is minimized while continuing improvements are undertaken, thus equipping departments properly for the transition.

3.6.9 Enhance Candidate-Centric Hiring Culture

Improving recruitment is not only about internal efficiency; it also concerns how the outside world perceives the company. In modern practice, a candidate will feel that a typical recruitment process is responsive and transparent. Square Pharmaceuticals must adopt candidate-centric thinking, record communication that should happen timely, instructions that are clear, and steps toward a simpler application procedure. A good candidate experience helps draw top talent-to-be and aids in building the company's employer brand. Digital tools help HR teams in transferring personalized communication, reducing lapses, and extending that feeling to the candidates themselves throughout their recruitment journey.

3.6.10 Continuous Benchmark With Global Leaders

In remaining a competitor and pushing House, Square should continuously benchmark its recruitment against global leaders such as Pfizer. Regular study of how the top pharmaceutical

companies lay down their hiring, digital tool use, and handling of candidate experiences will be an extreme source of information. These findings will, in turn, help Square in decision-making concerning further enhancements and make sure that the HR practices of the company are moving in lockstep with international standards. Benchmarking also inspires continuous improvement and innovation within the HR office.

My Innovative Contribution to Square Pharmaceuticals: "Hybrid ATS-Ready Talent Pipeline Database System"

During my internship, I noticed that one of the major bottlenecks was CV sorting and maintaining communications with candidates. While I see merit in recommending a full ATS, I propose that the company work towards an interim solution-it's a clever hybrid that Square can implement internally right away, before moving to complete digitalization.

What is it?

I suggested an internal, structured "Talent Pipeline Database," probably an Excel or Google Sheet application, to mimic some of the basic ATS functions but suited to Square's highly manual approach.

I proposed :

- Tracking CVs that sort candidates through dropdown filters by skills, experience, and departments.
- Scoring logic for quick shortlisting of candidates based on key criteria.
- Color-coded flags marking candidate progress, e.g., "Interview Scheduled," "Rejected," "On Hold."
- Automated email templates are attached through either Google Sheets or Mail Merge for communication on time.
- A "Ready to Hire" tab with filtered pre-qualified candidates for managers to access whenever urgent hiring needs arise.

Why innovative?

- Because it is the missing link between manual and fully digital systems.
- It costs nothing to install, is highly customizable, and thus can be implemented immediately.

- It provides the HR team with better visibility, faster access to information, and consistent communication—all that without the addition of another software.

Expected Impact:

- Could save 30–40% of time spent on CV management and updates.
- Better candidate experience due to fast response and reduced redundancy.
- Acts as a stepping stone to ATS, helping HR get used to structured data before adopting a full system.

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Appendix

Interview questions:

1. Could you mention your team's experience with digital recruitment tools like ATS platforms? ● Are there any digital tools your team has used previously? ● How comfortable do you think your team is in learning new HR technologies? ● In your opinion, what training or support would help in adopting such tools?
2. Which parts of your current recruitment process consume the most manual effort and time? ● Could you give me some idea how long CV sorting typically takes for 5 positions? ● In which part of the process do you see the most potential for time savings through automation?
3. What would you say are the primary obstacles preventing digital recruitment adoption? ● How do budget considerations affect technology adoption decisions? ● What IT infrastructure limitations should we be aware of?
4. How do candidates respond to our paper-based application process? ● In which steps of the process seem to frustrate candidates most? ● In your opinion, how important is improving candidate experience compared to other priorities?
5. Would your team be open to testing basic digital tools with one department first? ● Which department might be best for an initial trial? ● What would make a pilot program successful from your perspective?

