

Recruitment and Selection at Encube Ethicals Pvt. Ltd.
Madkaim, Ponda - Goa

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by

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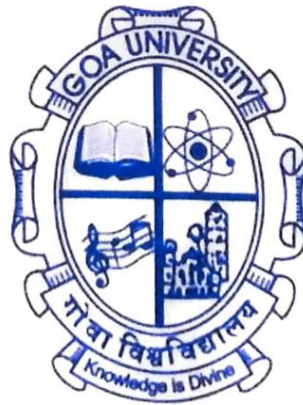
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DECLARATION BY STUDENT

I hereby declare that the data presented in this Internship report entitled, “Recruitment and Selection at Encube Ethicals Pvt. Ltd. Madkaim, Ponda - Goa” is based on the results of investigations carried out by me in Masters of Business Administration at Goa Business School, Goa University/Encube Ethicals Pvt. Ltd., under the mentorship of Dr. Nirmala Rajanala and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the internship report/work.

I hereby authorize the University authorities to upload this dissertation on the dissertation repository or anywhere else as the UGC regulations demand and make it available to any one as needed.



Lois Patric

Seat no: 22P0280030

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I extend my heartfelt gratitude to Encube Ethicals Pvt. Ltd., Mr. Sunil Job and Ms. Santoshi Naik, for providing me with the opportunity to undertake my MBA internship at their organization. Their support and guidance helped me to understand the business world and gain valuable experience in my field.

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I am also grateful to all the individuals who contributed to my internship journey, providing assistance, encouragement, and valuable feedback along the way. Your collective efforts have made this experience truly enriching and memorable.

- Lois Patric

COMPLETION CERTIFICATE

This is to certify that the internship report "Recruitment and Selection at Encube Ethicals Pvt. Ltd. Madkaim, Ponda - Goa" is a bonafide work carried out by Ms. Lois Patric under my mentorship in partial fulfilment of the requirements for the award of the degree of Masters in Business Administration in Management Discipline at Goa Business School, Goa University.

Date:06/05/2024

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INTERNSHIP CERTIFICATE



Date: 04.05.2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Lois Patric** studying Master of Business Administration in Goa Business School, Goa University, Taleigao Plateau, Goa, has successfully completed the internship project on “**Recruitment & Selection**” in our organization during the period 10th January 2024 to 4th May 2024.

During this period, we found her to be sincere & hardworking. We wish her all the best in her future endeavors.

For Encube Ethicals Pvt Ltd


04.05.2024
Vishwas Naik



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EXECUTIVE SUMMARY

Encube Ethicals Pvt. Ltd., established in 1995 by Shri Mehul Shah, is a renowned pharmaceutical company specializing in topical formulations. With a mission to deliver exceptional value through science and manufacturing excellence, Encube has become a leader in the industry. The company operates from its manufacturing facility in Madkaim, Goa, which is the largest single-site topical manufacturing facility globally. Encube serves a diverse clientele, including major pharmaceutical brands like Galderma, GlaxoSmithKline, and L'Oréal, with a focus on quality, compliance, innovation, and cost excellence.

The pharmaceutical industry, in which Encube operates, plays a crucial role in healthcare by developing, producing, and distributing medications and healthcare products. It encompasses various segments such as research, manufacturing, and distribution of drugs and medical devices. Encube specializes in topical medications like creams, ointments, and gels, catering to both domestic and international markets. The industry is highly regulated to ensure product safety and efficacy, with strict standards set by regulatory agencies like the US FDA.

Encube Ethicals' recruitment and selection processes are crucial for maintaining its competitive edge in the pharmaceutical sector. However, the company faces challenges such as lengthy recruitment procedures, complicated approval stages, and high employee turnover rates. To address these challenges, recommendations include simplifying recruitment processes, improving advertisement content, enhancing candidate assessment, and utilising technology for automation. By implementing these suggestions, Encube can improve efficiency, candidate experience, and attract top talent to support its growth and success.

During the internship at Encube Ethicals, the focus was primarily on the recruitment and selection processes. This involved sourcing profiles, conducting interviews, facilitating

onboarding, and supporting various HR initiatives. The experience provided valuable insights into the workings of talent acquisition in a dynamic industry.

Throughout the internship, several challenges were faced, including meeting tight deadlines and managing large number of tasks. However, effective time management and arranging the tasks enabled the successful completion of assigned responsibilities.

The practical exposure gained during the internship significantly contributed to personal growth and learning. Opportunities for innovation were utilised, and valuable skills were sharpened, bridging the gap between theoretical knowledge and real-world application.

The internship experience at Encube Ethicals was enriching and educative, providing invaluable practical insights into recruitment processes within the pharmaceutical sector. The experience not only enhanced understanding but also equipped with skills essential for future endeavours in the corporate world.

CHAPTER 1: ORGANIZATION / COMPANY OVERVIEW

1.1 PROFILE OF THE COMPANY

1.1.1 Birds-Eye-View

Encube Ethicals Pvt. Ltd. is an integrated pharmaceutical company specializing in topical formulations such as creams, ointments, gels, lotions, and solutions. With over 24 years of experience in contract development and manufacturing, Encube has established itself as a leader in the pharmaceutical industry. The company was incorporated by Shri Mehul Shah, the Promoter and Managing Director, on September 7, 1995, and commenced commercial operations on March 4, 1998.

Mission

Delivering exceptional value through science and world-class manufacturing

Vision

To become the preferred choice of customers for topical pharmaceuticals

Values

1. **Passion:** "We will be the best one day in our chosen sphere of competence."
2. **Agility:** "Soaring and scoring with change."
3. **Courage:** "Beyond convention with conviction."
4. **Ownership:** "Say what you mean. Do what you say."

Encube's manufacturing facility in Madkaim, Goa, is the largest single-site topical manufacturing facility globally. It is approved by leading global regulatory agencies, including the US FDA. They have two plants in Goa, one in Indore and their Head Quarters and R&D Centre is in Mumbai.

Encube serves a diverse range of clients including Galderma, GlaxoSmithKline, Glenmark, Mankind, Sun Pharma, and L'Oréal. Encube has been recognized by customers, government, and regulatory bodies worldwide for its quality, compliance, innovation, and cost excellence over the past 24 years. (Ethicals, n.d.)

1.1.2 Industry Overview

The pharmaceutical industry in India was valued at an estimated US\$42 billion in 2021 and is estimated to reach \$130 billion by 2030. India is the world's largest provider of generic medicines by volume, with a 20% share of total global pharmaceutical exports. It is also the largest vaccine supplier in the world by volume, accounting for more than 60% of all vaccines manufactured in the world. Indian pharmaceutical products are exported to various regulated markets including the US, UK, European Union and Canada. According to Economic Survey 2023, the turnover in the domestic pharmaceutical market was estimated to be \$41 billion. India's pharmaceutical exports revenue was \$25.3 billion in fiscal year 2022–23, according to the data released by Pharmexcil. India ranked third globally in terms of dollar value of drugs and medicines exports. Major pharmaceutical hubs in India are: Vadodara, Ahmedabad, Ankleshwar, Vapi, Baddi, Sikkim, Kolkata, Visakhapatnam, Hyderabad, Bangalore, Chennai, Verna, Navi Mumbai, Mumbai, Pune, Aurangabad, Pithampur, and Paonta Sahib. (Wikipedia, n.d.)

As of 2023, the Indian pharmaceutical industry is the world's 13th largest by value and third largest in the world by volume. The industry produces over 60,000 generic drugs in different 60 therapeutic categories. India's revenue from pharmaceutical exports was \$25.3 billion in the 2022-2023 financial year. In terms of the global market, India currently holds an accountable share and is known as the pharmacy of the world. The country is the largest global supplier of

generic medicine. India produces more than 50% the world's vaccines. It supplies 40% of the US's demand for generic drugs. India gained its foothold on the global scene with its innovatively-engineered generic drugs and active pharmaceutical ingredients (API). The country accounts for around 30% (by volume) and about 10% (value) in the US\$70–80 billion US generics market. Growth in other fields notwithstanding, generics are still a large part of the picture. The Indian pharmaceutical industry supplies over 50 per cent of global demand for various vaccines, 40 per cent of generic demand in the US and 25 per cent of all medicine in the UK. India is the largest contributor in UNESC with over 50-60% share.

The Indian government established the Department of Biotechnology in 1986 under the Ministry of Science and Technology. Since then, there have been a number of dispensations offered by both the central government and various states to encourage the growth of the industry. India's science minister launched a program that provides tax incentives and grants for biotech start-ups and firms seeking to expand and establishes the Biotechnology Parks Society of India to support ten biotech parks by 2010. Previously limited to rodents, animal testing was expanded to include large animals as part of the minister's initiative. States have started to vie with one another for biotech business, and they are offering such goodies as exemption from VAT and other fees, financial assistance with patents and subsidies on everything ranging from investment to land to utilities.

The Government started to encourage the growth of drug manufacturing by Indian companies in the early 1960s, and with the Patents Act in 1970. The government has addressed the problem of educated but unqualified candidates in its Draft National Biotech Development Strategy. This plan included a proposal to create a National Task Force that will work with the biotech industry to revise the curriculum for undergraduate and graduate study in life sciences and

biotechnology. The government's strategy also stated intentions to increase the number of PhD Fellowships awarded by the Department of Biotechnology to 200 per year. These human resources will be further leveraged with a "Bio-Edu-Grid" that will knit together the resources of the academic and scientific industrial communities, much as they are in the US. The biotechnology sector faces some major challenges in its quest for growth. Chief among them is a lack of funding, particularly for firms that are just starting out. The most likely sources of funds are government grants and venture capital, which is a relatively young industry in India. Government grants are difficult to secure, and due to the expensive and uncertain nature of biotech research, venture capitalists are reluctant to invest in firms that have not yet developed a commercially viable product.

Indian companies are also starting to adapt their product development processes to the new environment. For years, firms have made their ways into the global market by researching generic competitors to patented drugs and following up with litigation to challenge the patent. This approach remains untouched by the new patent regime and looks to increase in the future. However, those that can afford it have set their sights on an even higher goal: new molecule discovery. Although the initial investment is huge, companies are lured by the promise of hefty profit margins and thus a legitimate competitor in the global industry. Local firms have slowly been investing more money into their R&D programs or have formed alliances to tap into these opportunities. To push for further R&D the government is planning to introduce a Research Linked Incentive (RLI) Scheme on the lines of Production Linked Incentive Scheme to encourage development of new medical products.

Encube Ethicals Pvt. Ltd. operates in the pharmaceutical industry, which is a sector focused on the development, production, and sale of medications and healthcare products. This industry

plays a crucial role in improving and maintaining human health by providing a wide range of treatments for various medical conditions. Pharmaceuticals encompass diverse areas such as research, manufacturing, marketing, and distribution of drugs, vaccines, and medical devices.

In the pharmaceutical sector, companies like Encube Ethicals are involved in creating medications that treat diseases and improve overall well-being. These medications can range from common over-the-counter drugs to specialized prescription medicines for complex conditions. The industry is highly regulated to ensure the safety, efficacy, and quality of pharmaceutical products, with strict standards set by regulatory bodies such as the US Food and Drug Administration (FDA) and the European Medicines Agency (EMA). One of the key characteristics of the pharmaceutical industry is its focus on research and development (R&D). Companies invest significant resources in discovering new drugs, improving existing treatments, and conducting clinical trials to demonstrate safety and effectiveness. Research in this sector often involves collaboration between scientists, physicians, and pharmaceutical companies to address unmet medical needs and develop innovative therapies.

The pharmaceutical industry plays a vital role in healthcare systems worldwide, contributing to advancements in medical science, disease prevention, and patient care. Companies like Encube Ethicals are at the forefront of this sector, working tirelessly to develop safe and effective treatments that improve the quality of life for millions of people around the globe.

1.1.3 Products/Services

Business Segments:

1. Contract Manufacturing: Serving domestic and export markets.
2. Generic Products: Own brand for the US market.

3. Branded Products: Targeting the Indian consumer market.

Encube Ethicals manufactures topical medications for other pharmaceutical brands. The final products are then sold under the client's brand name. Encube keeps the specifics of these formulas confidential. Includes varieties of topical dosage like Creams, Gels, Lotions, Solutions, Ointments etc.

50+ Approved US Generics Products 150+ CDMO Products. Encube Ethicals acquired Soframycin from Sanofi for the India and Sri Lanka markets in late 2021. Some of their products are as follows:

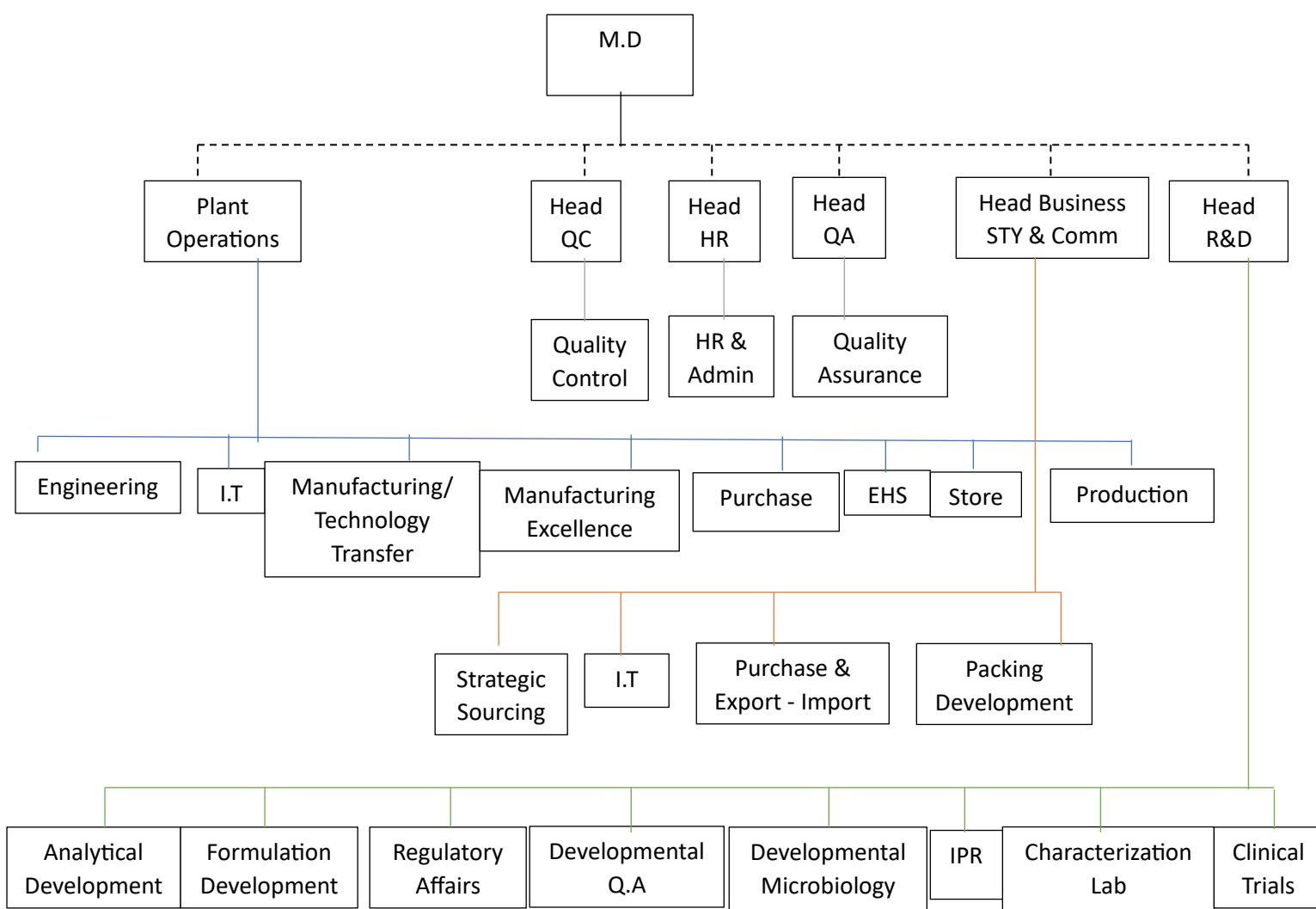
- a. Soframycin
- b. Betnovate
- c. Move
- d. Cetaphil cleanser & lotion
- e. Loreal shampoo
- f. The Pink Foundry (all products)

1.1.4 Sections Within the Organization

- a. Production: Filling & Packing, Documentation.
- b. Manufacturing: Bulk Manufacturing, Dispensing, Dispatching, Documentation.
- c. Quality Control: Raw Material (RM), Stability, Non-Routine, Method Validation, Packing Material, Microbiology, In Process/Finished Goods (IP/FP), Documentation.
- d. Quality Assurance: In Process Quality Assurance (IPQA), Qualification, Vendor Qualification, Quality Management System (QMS), Validation, Computer System Validation (CSV).
- e. Technology Transfer
- f. Engineering: Process Engineering, Utility, Building Maintenance System (BMS), Projects, Documentation.

- g. Stores: Raw Material, Packing Material, Finished Goods, Quarantine.
- h. Administration: Human Resources & Administration, Information Technology, Accounts, Environmental Health & Safety (EHS).
- i. Manufacturing Excellence Department
- j. Planning

1.1.5 Organisation Organogram



1.2 INTRODUCTION: RECRUITMENT AND SELECTION AT ENCUBE ETHICALS

Recruitment and selection processes are important components of any organization's human resource management strategy. Successful recruiting and selection procedures guarantee that businesses identify, attract and hire people with the key competencies, abilities, and cultural fit required for long-term organizational success. The primary goal of this research project is to examine the recruitment and selection processes at Encube Ethicals Pvt. Ltd., an established pharmaceutical company at Madkaim, Ponda, Goa. Encube Ethicals have gained recognition in the pharmaceutical industry for its dedication to science, world-class manufacturing, and commitment to delivering exceptional value to its clients. By analysing the recruitment and selection process of Encube Ethicals, this study seeks to gain insights into how the company acquires talent to maintain its mission of becoming the preferred choice for topical pharmaceuticals. Through a comprehensive examination of the company's recruitment strategies, selection criteria, and organizational culture, this research aims to provide valuable recommendations for improving Encube Ethicals' recruitment and selection processes and promoting continued organizational growth and success.

1.3 LITERATURE REVIEW

Recruitment and selection procedures are crucial in determining an organization's survival and success, especially in the fast-paced and highly competitive pharmaceutical sector. The aim of this comprehensive examination of the literature is to identify emerging trends, obstacles, and best practices in talent acquisition by looking at and analysing data from numerous studies on recruitment and selection procedures used by pharmaceutical companies.

(Vishnu) The different hiring and selection procedures used by Indian pharmaceutical companies are brought to light by Vishnu's research. It highlights how crucial it is to match recruiting methods to the unique requirements and dynamics of the pharmaceutical sector,

including market demands, regulatory compliance, and technology breakthroughs. According to the research, in order to draw in and hold on to top talent in a highly competitive job market, it is critical to implement creative recruitment strategies.

(SU Asim) The study conducted by Asim, Perveen, and Shujat examines the recruitment and selection procedures that pharmaceutical companies use for job openings. It highlights the importance of strategically matching recruitment practices with the goals and values of the organization. According to the study, competency-based recruitment frameworks play an important part in identifying applicants who have the knowledge, abilities, and cultural fit needed to succeed in pharmaceutical companies. It also points out how crucial it is to include diversity and inclusion programs in recruitment methods in order to promote sustainability and innovation.

(Mrs. Toopalli Sirisha) The study by Sirisha and Kalyan gives useful insights into the recruitment and selection processes particular to the Indian pharmaceutical sector. It discusses the necessity of proactive talent acquisition strategies that take advantage of modern technologies, like data analytics and artificial intelligence, to increase decision-making accuracy and simplify the hiring process. The study also discusses how essential it is to improve hiring procedures and conduct ongoing assessments in order to adjust hiring procedures to changing organizational requirements and market trends.

(G Kanagavalli) The review conducted by Kanagavalli and Seethalakshmi provides a thorough examination of the body of research on recruitment and selection procedures in a variety of industries, including the pharmaceutical industry. Key themes and trends are identified in the review, including the importance of employer branding, the candidate experience, and the effect of technology on hiring practices. In order to improve organizational performance and

competitiveness, it points out the significance of evidence-based recruitment strategies supported by useful research and industry best practices.

(Siddhi Mehrotra) The study by Mehrotra and Khanna investigates how Indian businesses, particularly those in the pharmaceutical industry, are utilizing artificial intelligence (AI) in their hiring procedures. It looks at the possible advantages and difficulties of AI-driven hiring practices, including improved candidate sourcing, screening, and retention. In order to reduce biases and guarantee equity and fairness in hiring procedures, the research highlights the necessity of using AI technologies in recruitment in an ethical and transparent manner.

(Tahira Nazir) The study conducted by Nazir, Shah, and Zaman focuses on the time and money aspects of Elgin Pharmaceuticals' recruitment and selection procedures. It looks into the success and efficiency of various hiring practices in terms of hiring quality, time to fill, and cost-effectiveness. The study emphasizes how important it is to improve recruiting strategies in order to reduce costs and hiring time while maximizing the quality of new hires and organizational performance.

The pharmaceutical industry's competitiveness and organizational success are significantly influenced by the recruiting and selection procedures. Key themes identified include the strategic alignment of recruitment practices with organizational goals, the adoption of innovative technologies such as AI and the need for continuous evaluation and optimization of recruitment strategies.

1.4 RESEARCH GAPS AND RESEARCH QUESTIONS

A lengthy recruiting procedure is one of the problems at Encube Ethicals. It causes delays in filling open positions and lengthens the hiring period. Although this issue is frequently seen in many organizations, more research is necessary to determine how specifically it affects Encube Ethicals' recruitment and selection procedures.

The length of the current recruitment process at Encube Ethicals is partly due to its complicated procedures and multiple approval stages. These may lead to lost hiring opportunities, higher recruiting expenses, and frustration on the part of recruiters and candidates equally.

Organizational agility and employee morale may also be impacted by a complicated hiring process. It can be burdening for current employees to wait longer to fill positions, as this can result in heavier workloads, lower morale, and even burnout. Also, dissatisfaction among recruiters and candidates can damage trust in the organization's hiring procedures and harm its reputation as an employer.

At Encube Ethicals Pvt. Ltd., an important challenge to the recruiting and selection process is high employee turnover rates. There could be a number of reasons for employee turnover at Encube Ethicals that are connected to the recruitment and selection process. These variables can involve inadequate onboarding procedures, poor cultural fit, misaligned candidate skills and organizational needs, and inefficient candidate assessment techniques.

The research questions that this study seeks to answer are as follows:

1. What is the recruitment process at Encube Ethicals Pvt. Ltd. Madkaim, Ponda-Goa?
2. How can Encube Ethicals improve its recruitment process?

1.5 RESEARCH OBJECTIVES

The primary objective of this research paper was to study and suggest ways to improve the recruitment process at Encube Ethicals Pvt. Ltd. The research objectives aimed to address the identified gaps and problems within Encube Ethicals' recruitment processes.

1.6 RESEARCH METHODOLOGY

The study was carried out at Encube Ethicals Pvt. Ltd. in Madkaim, Ponda-Goa, over the course of four months, from January to April. An exploratory methodology was used in the study to better understand the recruitment and selection procedure.

The recruitment processes, procedures, and interactions within the HR department and other relevant departments at Encube Ethicals were observed and studied. HR personnels were interviewed to learn more about their viewpoints, experiences, and difficulties with recruiting and selecting candidates.

The data collected was primary data and qualitative in nature, obtained from the experiences, opinions, and perceptions of the participants. The data was analysed to identify the aspects emerging from the observations and interviews. Prior consent was obtained from all participants involved in the research. Participants' confidentiality was maintained. The research aimed to analyse the recruitment and selection processes at Encube Ethicals Pvt. Ltd., identify areas for improvement, and give recommendations for improving the efficiency in the recruitment and selection process.

1.7 RESEARCH AND DATA ANALYSIS

1.7.1 Recruitment And Selection

Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. In other words, it involves everything from the identification of a staffing need to filling it. Depending on the size of an organization, recruitment is the responsibility of a range of workers. Larger organizations have entire teams of recruiters, while others only a single recruiter. In small organisations, the hiring manager could be responsible for recruiting. In addition, many organizations outsource recruiting to outside firms. Companies almost always recruit candidates for new positions via advertisements, job boards, social media sites, and others. Many companies utilize recruiting software to more effectively and efficiently source top candidates. Regardless, recruitment typically works in combination with, or as a part of Human Resources. (Recruitment, n.d.)

Recruitment and selection play an important role in building a skilled and diverse workforce for organizations, including those in the pharmaceutical sector. The pharmaceutical segment is growing at a fast rate in Goa and received approvals from regulated bodies like the US FDA, UK MHRA, etc. The state also has many popular Indian pharma companies like Ranbaxy, Cipla, Zydus, Lupin. Therefore, companies like Encube Ethicals Pvt. Ltd. face the ongoing challenge of sourcing and selecting qualified candidates to meet their operational needs.

Recruitment involves the process of identifying and attracting potential employees to fill vacant positions within the organization. This process typically begins with the designing of job descriptions and posting vacancies through various channels like online job portals, social media platforms, and recruitment drives.

Once applications are received, the selection process begins, wherein candidates are assessed based on their qualifications, skills, and suitability for the role. In the pharmaceutical industry,

where precision and expertise are vital, selecting the right candidates is critical to ensuring the quality and efficiency of operations.

For companies like Encube Ethicals Pvt. Ltd., recruiting the best talent is not only essential for meeting production demands but also for maintaining regulatory compliance and upholding industry standards. Therefore, the recruitment and selection process must be precisely planned and executed to identify candidates who align with the company's values, goals, and culture.

1.7.2 Recruitment Sources

At Encube Ethicals Pvt. Ltd., sourcing the right talent involves using a variety of recruitment sources to attract qualified candidates for various roles within the organization. Understanding the diverse needs of the pharmaceutical industry and the specific requirements of each department, Encube has a different approach to recruitment, using both traditional and modern channels to reach potential candidates effectively.

1. **Online Job Portals:** Encube utilizes popular online job portals such as LinkedIn and Naukri to advertise job openings and reach a wide pool of candidates. These platforms allow the company to target professionals with specific skill sets and experience levels relevant to the pharmaceutical sector.
2. **Social Media Platforms:** The company uses social media platforms like Facebook, Whatsapp and telegram to promote job opportunities and engage with potential candidates. By maintaining an active presence on these platforms, Encube can reach job seekers and foster a sense of community among its online audience.
3. **Employee Referrals:** Encube encourages its employees to refer qualified candidates for open positions within the company. Employee referrals help to hire candidates who are a good fit culturally and professionally, contributing to a positive work environment and employee retention.

4. **Campus Recruitment:** To attract fresh talent, Encube participates in campus recruitment drives at different educational institutions. These events provide an opportunity to connect with talented students and recent graduates, offering entry-level positions to those with potential.
5. **Walk-in Interviews:** Periodic walk-in interviews are conducted by Encube to address immediate hiring needs and facilitate face-to-face interactions with potential candidates. These events are advertised through various channels and provide an opportunity for on-the-spot assessments and interviews.
6. **Consultancies:** Encube also engage with external consultancies and recruitment agencies to hire candidates for specific roles. These partnerships simplify the recruitment process and ensure access to a curated pool of talent.

1.7.3 Recruitment Process

The HR team will be facilitating the recruitment & Selection process from the receipt of the requisition email for the vacancy till the time offer is accepted. The recruitment of the candidate will be based purely on the basis of merit and requirements from the specific role.

In order to make talent or skill available at the earliest to meet the business needs and to ensure quality of the hired/recruitment process, Encube defines the Turnaround Time (TAT) for various positions as mentioned below.

Level	TAT
Senior Management	60 Days
Junior/Middle Management	45 Days

Any profile change in terms of levels or responsibility will be considered as a new request. In order to close a position a minimum of 3 candidates need to be interviewed before making the

final decision. In case of situations where more than 20 candidates have been interviewed for a position and rejected, an approval needs to be signed by the HOD/HR head citing the reasons for the rejection of the 20 candidates.

Aspects related to Recruitment process at Enube Ethicals Pvt Ltd:

- Annual Manpower Planning
- Recruitment Requisition
- General Guidelines for Hiring
- Recruitment sources
- Selection Process
- Final selection / making an offer
- Expense Reimbursement for outstation candidates
- Offer letter
- Background verification / Reference check

Interview Panel for different levels:

Level	Interview Panel
1. Trainees & Officers	Respective team leaders/Managers & HR
2. Senior Executive to DGM	Respective HOD/Plant Head & HR Head
3. DGM and above/Key positions	Respective HOD/Plant Head & HR Head Final Round with MD/Plant Head before selection

Manpower Plan

A manpower Plan for each Department will include:

- A proposed organogram for the department indicating the existing roles and the proposed new positions/manpower to be recruited during the year. The organogram must indicate the grade/level for each role.

- Justification for the new positions.
- Estimated manpower cost for the department for the year. This will include existing manpower cost plus the cost of proposed positions based on the grade at which these positions need to be placed.
- Cost of hiring which will include: Recruitment Consultant Cost, Cost of the hiring process and travel cost in case any outstation candidate needs to come in for a face-to-face interview.

The HODs will need to take into account any possible separations that may be anticipated during the year while preparing the manpower plan. The HOD will submit the proposed manpower plans for their respective departments to the HR for review and validation. The manpower plans for each department will be approved by the HR Head and the MD.

Any deviations to the plans during the year in terms of addition or deletion of a position, or change in the grade / level of a proposed role will need the approval of the HR Head and the MD. Once the manpower Plans for the departments are approved, recruitment for the department will need to be strictly in alignment with the approved plans.

Recruitment Requisition

To initiate the recruitment process for a vacancy a duly filled Manpower Requisition Form needs to be submitted by the HOD of the dept/function initiating the recruitment, to the HR team. A Job Description focus on the sourcing and recruitment effort and ensures faster turnaround. The HR team will not initiate the recruitment process unless the Manpower Requisition form along with the Job Description for the vacant position is posted on HR mantra. Then the process of sourcing the candidates begins.

Issue of appointment letter

HR representative shall arrange for a formal appointment letter duly signed by the GM, to be issued to all new hire before the day of joining. On the day of joining, employees should Submit the required documents to the HR representative. Original documents should be produced for verification, if required.

Personnel File

All the documents submitted by the new joiner on the day of joining need to be in the employee personal file. Details on the new joiner with the relevant fields need to be updated in the HRMS software (People strong).

On the first day of employment the HR department shall organize a formal induction for new joiners. The induction would be conducted jointly by the HR and the Department Heads. The company Orientation module will cover the following aspects:

4 Day Program

Day 1: HR Induction (Mission, vision, Principles, Key services offered, philosophy, Structure, etc) Environmental Health and Safety, Stores induction

Day 2: Manufacturing, Packing dept. brief orientation

Day 3: Quality control, Quality Assurance department brief orientation

Day 4: Engineering, Regulatory Affairs, Technology Transfer department brief orientation

The recruitment and selection process at Encube Ethicals Pvt. Ltd. has undergone significant changes to meet the different needs of the organization. Initially, the process was relatively straightforward, with the HR Officers responsible for sourcing profiles through platforms such as LinkedIn and Naukri. Following this, a screening process would occur, typically involving an HR round to assess candidate suitability. Shortlisted candidates would then proceed to interviews with hiring managers, with subsequent stages including document verification and final approval.

The recruitment process at Encube Ethicals now encompasses a broader approach, because of the company's expansion and evolving requirements. Under the revised process, multiple stages are involved, starting from the initial sourcing of profiles to the final selection of candidates. The involvement of hiring managers and department heads at various stages ensures that candidates are thoroughly evaluated based on both technical skills and cultural fit within the organization.

Encube Ethicals periodically conducts walk-in interviews to attract talent, a strategy commonly employed in industries facing high demand for skilled professionals. These walk-ins are advertised across multiple platforms, including social media channels like LinkedIn, Telegram, WhatsApp, Facebook, and professional networks such as Naukri. The advertisements provide detailed information regarding the location, timing, available positions, required qualifications, and necessary documents.

Despite the advantages of walk-in interviews in reaching a wider pool of candidates, challenges have been encountered. For instance, technical issues during virtual interviews have resulted in disruptions and have influenced candidate experience and selection outcomes. Additionally, differences in salary expectations between candidates and the company have led to rejections, highlighting the importance of transparent communication regarding compensation packages and also the specific education qualifications.

In addition to regular walk-in interviews, Encube Ethicals engages in campus placements to tap into the pool of fresh talent emerging from educational institutions. These campus walk-in interviews are conducted online, facilitated by partnerships with colleges and universities. Interested students submit their resumes, which are then reviewed by HR personnel. Shortlisted candidates proceed through multiple rounds of evaluation, including HR rounds, department manager rounds, and department head rounds.

Despite the initial interest from students, the conversion rate from applicants to hires remains relatively low. This is attributed to factors such as rigorous evaluation criteria and the competitive nature of the selection process. To enhance the effectiveness of campus walk-in interviews, strategies such as targeted outreach, personalized engagement, and collaborative partnerships with educational institutions could be explored.

1.8 SUGGESTIONS/ RECOMMENDATIONS

Some of the suggestions to enhance the efficiency and effectiveness of the recruitment and selection process at Encube Ethicals Pvt. Ltd. are:

1. Simplifying Recruitment Processes:

Encube Ethicals should focus on simplifying their recruitment processes to reduce time-to-hire and improve overall efficiency. This can be achieved by simplifying approval stages and minimizing bureaucratic hurdles. Implementing a more agile recruitment framework will enable faster decision-making and expedite the hiring process.

2. Optimize Advertisement Content:

Ensure that job advertisements provide accurate and comprehensive information about job requirements, qualifications, and specializations. Include specific details such as educational background, experience levels, and technical skills to attract candidates who closely match the company's needs.

3. Enhance Candidate Assessment:

Review and revise interview questions to focus on assessing candidates' job-related competencies and skills. Eliminate irrelevant or subjective questions especially for candidates sourced proactively by the company.

4. Utilize Technology:

Invest in recruitment software or applicant tracking systems (ATS) to automate repetitive tasks, such as resume screening and scheduling interviews.

5. Empower the recruiters:

Provide the recruiters with more autonomy and flexibility in managing recruitment processes, allowing them to adapt strategies based on evolving needs and priorities. Encourage creativity

and innovation in sourcing and attracting talent while ensuring adherence to company policies and procedures.

6. Implement Feedback Mechanisms:

Establish feedback mechanisms to gather insights from candidates, hiring managers, and HR officers about their recruitment experiences. Use this feedback to identify areas for improvement and implement corrective actions to enhance the overall candidate experience.

7. Continuous Training and Development:

Provide ongoing training and development opportunities for HR officers involved in recruitment to enhance their skills and competencies. Offer workshops, seminars, and online courses to keep them updated on industry best practices and emerging trends in talent acquisition.

By implementing these recommendations, Encube Ethicals Pvt. Ltd. can make more efficient its recruitment and selection process, improve candidate experience, and attract top talent to support its growth and success in the pharmaceutical industry.

1.9 CONCLUSION

The recruitment and selection processes at Encube Ethicals Pvt. Ltd. play a crucial role in ensuring the company's continued growth and success in the pharmaceutical industry. By examining the current practices and identifying areas for improvement, this report has provided valuable insights and recommendations to optimize recruitment strategies, enhance candidate experiences, and streamline hiring processes.

Encube Ethicals must prioritize agility, transparency, and innovation in its recruitment approach to remain competitive in the dynamic pharmaceutical market. By implementing the suggested recommendations and embracing emerging trends in talent acquisition, Encube Ethicals can attract, select, and retain the best talent, thereby driving organizational excellence and achieving its mission of delivering exceptional value through science and world-class manufacturing.

My experience at Encube Ethicals Pvt. Ltd. has been immensely rewarding and enlightening. I am grateful for the opportunity to engage myself in the dynamic world of pharmaceuticals and gain practical insights into recruitment and selection processes. The experience has not only enriched my understanding of the industry but has also equipped me with valuable skills and knowledge that will undoubtedly shape my future in the corporate world.

CHAPTER 2: TASKS HANDLED

Sections Worked In

During my internship, I primarily worked in the recruitment and selection section of Encube Ethicals Pvt. Ltd. particularly for Production department. This involved gaining insights into the recruitment process and assisting in the onboarding of new hires by collecting their documents and facilitating the completion of various forms.

Type Of Tasks Exposed To

Throughout my internship, I was tasked with recruiting candidates for various departments, with a primary focus on the production department. Additionally, I sourced candidates for the Human Resource and Engineering departments and shared their profiles with the HR Executive for further evaluation. I actively participated in walk-in interviews and also assisted in calling selected candidates and arranging their second-round interviews with department heads. Furthermore, I supported HR officers in organizing events such as Women's Day celebrations and Encube's anniversary.

Hands-On Experience

Over the course of four months, I gained practical experience in various aspects of recruitment and selection. This included sourcing over 800 profiles for different departments, including production, HR, and engineering. I arranged 25 interviews with hiring managers for production department vacancies, specifically for roles such as Officers and Operators. Additionally, I facilitated the issuance of offer letters for nine candidates.

Relationship Of Tasks with Classroom Course

While I had learned about recruitment and selection concepts during my college studies, my internship provided me with invaluable practical experience. By actively engaging in

recruitment activities and onboarding processes, I gained a deeper understanding of these concepts. This hands-on experience enhanced my comprehension and allowed me to apply theoretical knowledge in real-world scenarios, thus bridging the gap between classroom learning and practical application.

CHAPTER 3: LEARNINGS

Practical Exposure Learnings

Through practical exposure, I learned various aspects of recruitment and selection processes. This included sourcing and attracting candidates using Naukri recruiter, screening resumes, conducting initial phone screenings, coordinating interviews, maintaining candidate databases, and facilitating the onboarding process for new hires.

Opportunities For Innovation

During my internship, I had opportunities to introduce new practices aimed at enhancing efficiency and quality in recruitment processes. For example, when tasked with providing profiles of candidates within tight deadlines, I used my time management skills to efficiently source suitable candidates and meet the given timeframe. Similarly, when tasked with cold-calling a large number of candidates for a walk-in interview, I set personal time limits and strategies to complete the task in a shorter timeframe without compromising quality.

Personal Growth

Through the challenges I faced during my internship, such as meeting tight deadlines and managing large volumes of tasks, I gained insights into my own abilities and strengths. I discovered my ability to thrive under pressure and deliver results efficiently. Additionally, I gained a better understanding of my likes and dislikes within the HR domain, which will inform my future career decisions and aspirations.

CHAPTER 4: CHALLENGES

During my internship at Encube Ethicals, I encountered some challenges that tested my abilities and problem-solving skills. One of the main challenges was meeting tight deadlines. For instance, when tasked with providing profiles of candidates within a short timeframe, I had to quickly identify suitable candidates that fit the company's requirements and submit the profiles before the designated deadline. Similarly, when tasked with cold-calling a large number of candidates for a walk-in interview, I had to efficiently manage my time to complete the task within the given timeframe. Despite these challenges, I successfully met the deadlines through effective time management and prioritization approaches.

Sample of Work Done

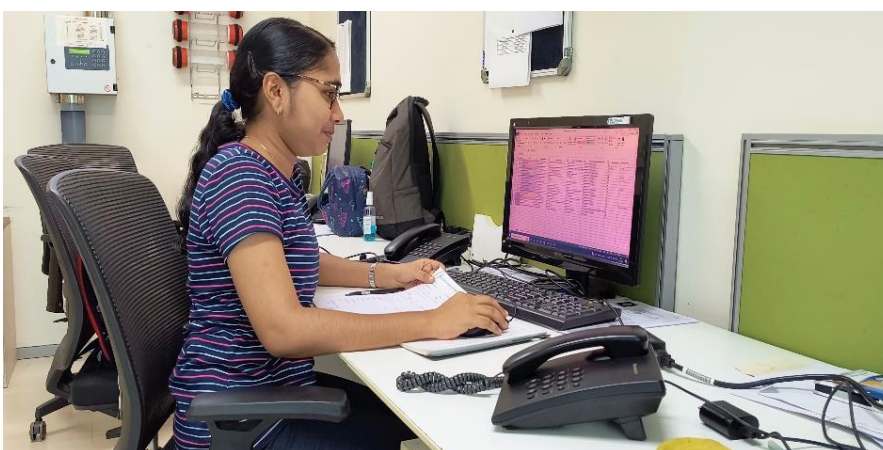
1. Sourced over 800 profiles using Naukri recruiter and screened over 300 profiles for various departments including Production, Human Resources, and Engineering.
2. Conducted 25 interviews with hiring managers for production department vacancies, including Officers and Operators.
3. Rolled out offer letters for 9 selected candidates in Production Department.
4. Assisted in the onboarding process for new hires by collecting documents and facilitating form fillings.
5. Screened candidates from Walk-in interview drive.
6. Coordinated and scheduled interviews between candidates and plant head after Walk-in Interview.
7. Cold called over 100 profiles of candidates prior to an upcoming Walk-in Drive.
8. Managed communication with candidates throughout the recruitment process, providing timely updates and feedback.
9. Provided assistance for events such as Women's Day celebration and Encube's anniversary.

Appendix II

Interview Schedule

1. The questions asked during the interview were as follows:
2. Can you describe the overall recruitment process followed at Encube Ethicals?
3. What are the key steps involved in sourcing and attracting candidates for various positions within the organization?
4. How do you assess candidate suitability and cultural fit during the selection process?
5. What challenges do you typically encounter during recruitment?
6. Can you share any specific instances where you had to handle difficult recruitment situations?
7. How do you collaborate with hiring managers and department heads to understand their recruitment needs and preferences?
8. What role does technology play in streamlining recruitment processes at Encube Ethicals?
9. In your opinion, what are the key qualities or competencies that Encube looks for in potential candidates?
10. Can you provide examples of successful recruitment strategies or initiatives implemented at Encube Ethicals?
11. What feedback have you received from hiring managers about the recruitment process, and how have you used it to improve?
12. What do you think of Encube Ethicals as an employer?

Photos While at Work

*Figure 1: Women's Day Celebration**Figure 2: Employees (Women's Day Celebration)**Figure 3: At work*

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