

Internship Report

*HR Functions of
Incepta Pharmaceuticals Ltd.*

Submitted By

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Submitted To

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Course Code: BUS 400

Semester: Spring 2018

Submission Date: 08/04/2018

Letter of Transmittal

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Subject: Letter of Transmittal

Dear Sir,

I would like to hand this internship report over to you, which combines the knowledge earned from the supportive and hardworking people at Incepta Pharmaceuticals' Human Resources (HR) department, adding to the knowledge earned from the Bachelor's of Business Administration curriculum at BRAC University. I would like to thank the following people at Incepta's HR: Mr. Anayet Hossain (Manager), Mr. Zakir Khan (Manager), Mr. Manirujjaman (Senior Executive Officer), Mr. Kazi Md. Akhai Rabbi (Senior Officer), Mr. Fahim Ahmed (Officer), Mr. Ariful Hasan (Officer), and Ms. Jannatul Ferdous (Assistant Officer). I hope you will like this report and it will be in accordance to how it should have been done and written. Please feel free to ask me about anything regarding any confusion you might have while reading or any clarification that I may have to make about this report.

Sincerely,
Mohammod Rafat Rahman
BRAC Business School

Executive Summary

- Attempts to detail about the various HR functions at Incepta Pharmaceuticals Ltd.'s head office.
- The basis of this report is another internship report based on Incepta, prepared by a Daffodil International University student.
- The functions that are described and analyzed in this report include: the recruitment and selection process, payroll, training, performance appraisal, and attendance management.
- Employment policies and other terms of employment are also talked about in this report.
- Information regarding the functions of Incepta's HR stemmed from interviewing some of the HR people.
- A suggestion at the end is provided regarding the filing system they have at their headquarters (the HR department's filing system).

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Part 1: Company Profile

About Incepta

Incepta began the construction of their factory at Savar in 1998 and their office operations began in 1999 (Incepta Pharmaceuticals Ltd, 2018). They fall under Bangladesh's pharmaceutical sector, where Square, they themselves, Beximco, Eskayef, Opsonin, ACI, ACME, and Drug International are among the top pharmaceutical companies (Farhin, 2018). Incepta's head office is located in the Tejgaon Industrial Area and they have two manufacturing facilities: the one in Savar and one in Dhamrai, outside of the capital Dhaka. They produce various types of dosage forms, which include, but are not limited to:

- Tablets
- Capsules
- Oral liquids
- Ampoules (containers of liquid for injections)
- Nasal sprays
- Eye drops
- Ointments (smooth oily substances rubbed on skin for medical purposes)
- Lotions
- Prefilled syringes
- Vaccines

Their distribution network has 22 depots (which are storages of large quantity of their products) across the country (Incepta Pharmaceuticals Ltd, 2018). They are also involved in overseas expansion. They currently export to 60 countries across the globe. Some of them include Hong

Kong, Singapore, Finland, the United Kingdom, Malaysia, Kenya, and 54 others. They are the first Bangladeshi pharmaceutical company to acquire the technology to produce human vaccines. Add to that, Incepta is also the first Bangladeshi company to start implementing Enterprise Resource Planning (ERP) software SAP in 2010, for increasing efficiency and effectiveness of management operations.

Their mission is to “provide quality healthcare products and services for the benefit of humanity in the best possible way through innovation and diversification” and their vision is “to become a trusted healthcare company to ensure better health for everyone, everywhere”. These indicate that they have a long-term mission and vision, which should be the case, for sustainability. If a company thinks long-term, or even better, for the foreseeable future, the company acquires the advantage of being successful in the long run or for the foreseeable future. The table on the next page shows Incepta’s growth compared to the local pharmaceutical market. The ranking, which was according to IQVIA, formerly IMS, the largest contract research company in the world, shows size of Incepta in terms of sales in the country, over the years. As of 2017, they are the second largest pharmaceutical company in the country (Teater, 2017).

Year	Number of Products	First-Ever Products	IMS/IQVIA Ranking
2017	810	5	2 nd
2016	783	11	2 nd
2015	742	5	2 nd
2014	706	3	2 nd
2013	686	7	2 nd
2012	631	7	2 nd
2011	632	9	2 nd
2010	594	10	2 nd
2009	585	4	2 nd
2008	532	10	2 nd
2007	451	17	3 rd
2006	368	9	3 rd
2005	288	12	3 rd
2004	198	6	5 th
2003	154	18	8 th
2002	119	14	10 th
2001	78	11	12 th
2000	35	4	31 st

(Incepta Pharmaceuticals Ltd, 2018)

Part 2

Introduction

This report strives to detail about the various Human Resource (HR) functions of Incepta Pharmaceuticals Ltd, the second largest pharmaceutical company in Bangladesh. The reader of this report could get a general idea of how a big company in Bangladesh, like Incepta, following international standards, operates its major HR activities. Its readers could include students, academicians, future or current HR or other employees and such. This can provide insight into and practical relevancy about what students learn in books and lectures at university level, nationally and presumably internationally. New and old companies could also have takeaways from this report.

This report aims to add to the knowledge earned from books from how a large company operates in real life. The limitations of this study include not being able to get a grasp of ample information due to confidentiality, which might have made this report richer and more relevant, and paucity of vigor and utility of Incepta's internship program. All in all, this report provides adequate insight into the HR functions of Incepta and hopefully will be useful to students, academicians, interns, and employees alike, as it was to me.

Review of Related Literature

The main literature reviewed for this report includes a previous report prepared by a former intern at Incepta, from Daffodil International University, named Suny Aziz. He completed his internship two semesters back, which was in the summer of 2017, writing the whole report on the recruitment and selection process of Incepta. This report was inspired by the report of Suny Aziz, and adding to his recruitment and selection process detail, includes other HR functions of Incepta such as compensation policies, training, and others, as will be discussed in details later along the report.

Other literature reviewed for starting this report includes an article in Dhaka Tribune, which is mentioned in the out-text citation section (Works Cited) of the report, which was read as a starting point (which was on the pharmaceutical industry of Bangladesh and how pharmaceutical was to be named product of the year in the country in 2018). Additional reviewed literature includes information obtained from the Australian Human Resources Institute website to gain information about the details of different HR functions in general, to recall some of the basics and terms of HR, helping make this report stronger in terms of content and clarity.

Methodology of the Study

Both primary and secondary sources were used for making this report. Primary sources include interviews with HR members of Incepta, which includes one Senior Executive Officer, one Senior Officer, two Officers, and one Assistant Officer, as mentioned earlier. The two Officers provided information about HR activities in general and about the recruitment and selection process and attendance management in details. The Assistant Officer was interviewed to know about the training and development procedures and activities at Incepta; the Senior Executive Officer detailed about compensation, benefits, and other allowances. Last, but not the least, the Senior Officer provided particulars about the performance appraisal procedures. Adding to the interviews, first-hand internship experiences also serve as a primary source. Secondary sources are mentioned in the Works Cited section of the report, which includes newspaper information, information from Incepta's website, information from a previous internship report prepared by a former intern at Incepta, and Incepta's own HR database.

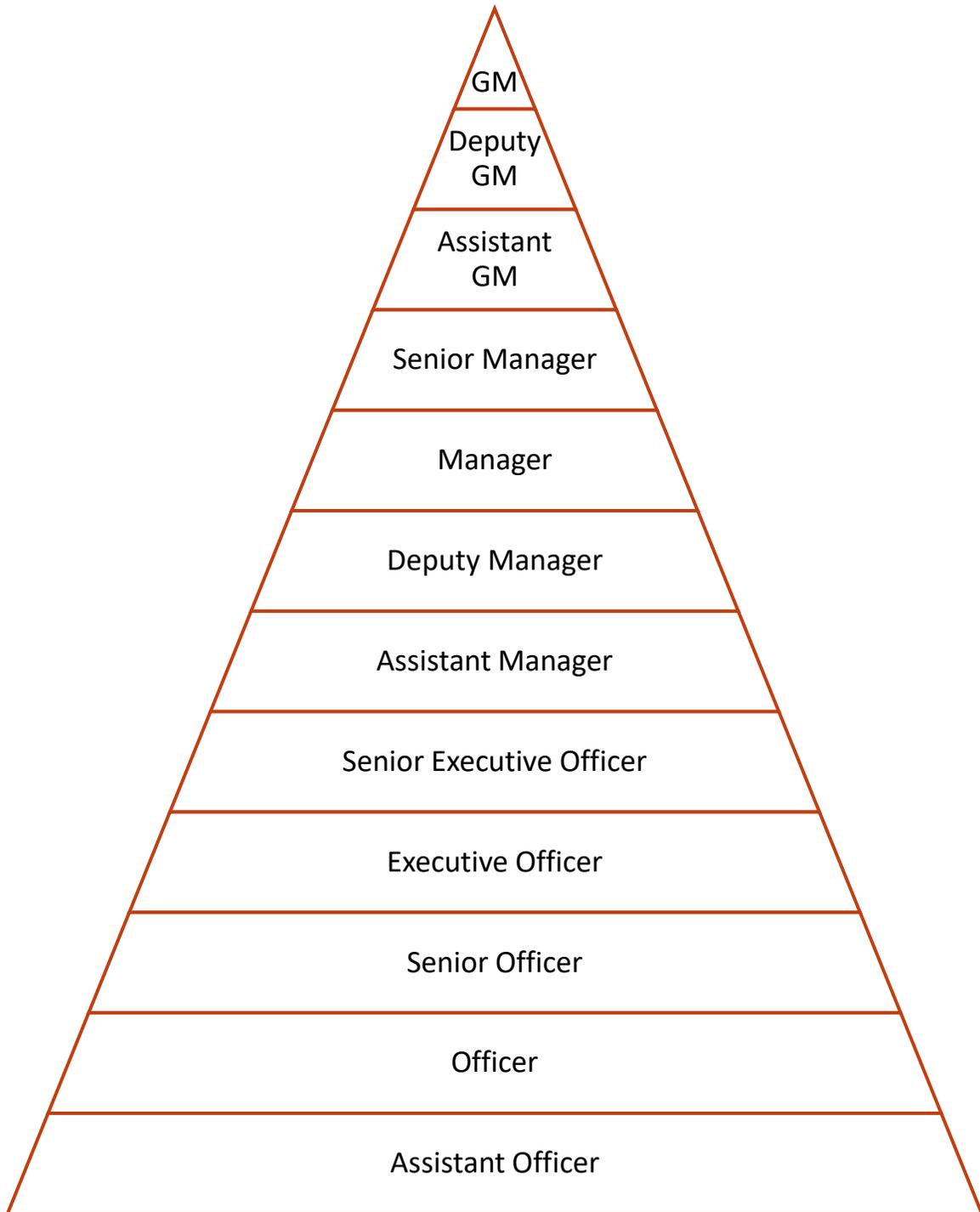
Major HR Functions of Incepta

The major HR functions of Incepta include:

- Recruitment and selection process
- Payroll
- Training and Development
- Performance appraisal
- Attendance management (F. Ahmed, personal communication, January 23, 2018)

Starting off with the recruitment and selection process, the purpose of the recruitment process is to get the widest pool of candidates so that the organization can get close to selecting the best fit of employees for them. The selection process makes sure that the best person is selected for the role in an effective, fair, and equitable manner (Australia HR Institute, 2018). Moving onto compensation or payroll, different companies have different ways of paying and providing benefits to their employees. So that provides a major talking issue. Training and development is another important part of HR, which involves teaching new knowledge and skills to employees. The two other functions that this report is going to detail about are performance appraisals and attendance management. Performance appraisals involve reviewing employee performance and his or her overall contribution to the company. Performance appraisals motivate employees to contribute more, as they are rewarded for their performance, making the workplace more efficient as a result.

Hierarchy of the Human Resource Department



GM refers to General Manager

Guiding Principles of Employment Policies

Incepta's employment policies are based on the following guidelines:

- There shouldn't be any discrimination against any job seeker on the basis of race, colour, religion, sex, age, national origin, or any other factor that is not concerned to the person's ability to do the job.
- Every employee is entitled to fair compensation and job opportunity in return for their skills, commitment, loyalty, interest, and efforts.
- Each employment policy must be fair, uniform, and consistent.
- The right person must be selected in terms of the skills needed and through that selection, the most suitable recruit in terms of competency – making sure they do the right job, at the right place, and at the right time.
- Efficiency and effectiveness must be ensured in every step of the recruitment and selection process.
- Emphasize should be given more on internal recruitment for the development of Incepta's human resources and for reducing the costs and hassle involved with external recruitment.

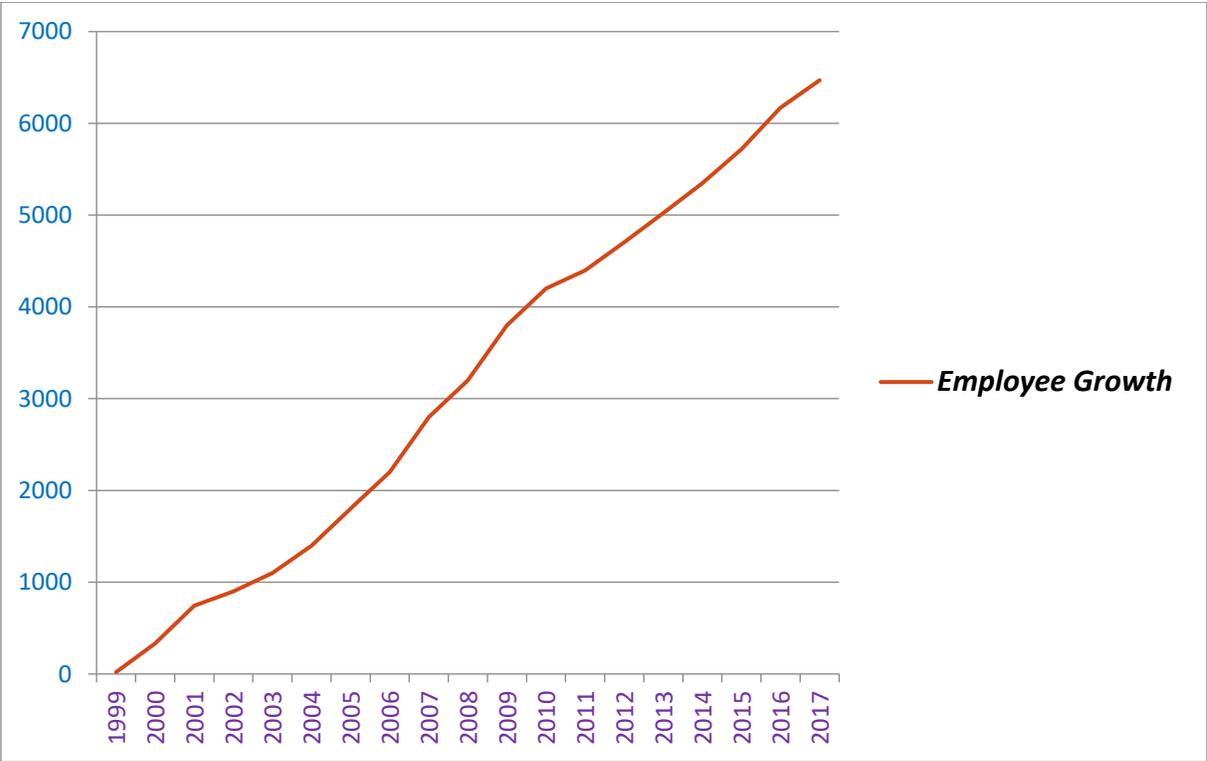
Other Terms and Conditions of Employment

- Increment and promotion depends on employee efficiency and quality. However, those aren't the only criteria. The company decides increment and promotion at its own discretion
- Probationary period before permanent employment is six months. However, that period may be extended at the discretion of the company, if the performance of the employee is not up to the mark. On the case of temporary employment, this clause does not apply.
- Either of the parties may terminate employment by giving notice in writing two months in advance. However, during the probationary period, Incepta can terminate employment without notice.
- Leaves which can be taken throughout the year include annual (15 days), medical (15 days), and casual (10 days).
- The employee may be posted anywhere in Bangladesh.
- Employees cannot work in any other organization without Incepta's consent.
- Employees take this oath of secrecy and can never make known confidential or secret information to any outsider. If the case is otherwise, he or she will have to pay compensation to the company and will also be terminated.
- The employee cannot do the following: engage himself/herself in gambling or betting contracts, engage himself/herself in any kind of business whatsoever, engage in any political activities or any activity that might undermine the power and authority of establishment, accept any gifts from customers or prospective customers, remain absent from duty without prior official permission, leave premises without the permission or

instruction of immediate supervisor (except for lunch), and misbehave with any colleague or supervisor.

Employees: 1999-Present

Incepta comprises of over 6,500 employees as of January 2018, starting with only 20 in 1999. The chart below shows Incepta’s employee growth from its inception in 1999 to 2017. The x-axis represents years from 1999 to 2017 and the y-axis represents number of employees.



(Aziz, 2017)

Analysis

The analysis part will detail about the information gathered especially from the interviews taken of the HR people at Incepta. The interviews included open-ended questions which are, but not limited to:

- What are your payroll activities?
- What is your recruitment and selection process?
- How do you maintain your attendance?
- Please detail about the training and development system here at Incepta.
- How do you appraise the performance of your employees?

The following pages will discuss these five questions in details.

What are your payroll activities?

Benefits and compensations at Incepta include, but are not limited to, basic monthly salary, bonuses, Provident Fund (PF), gratuity, leave encashment, field expense allowance, ex gratia, Leave Fare Assistance (LFA), car assistance, shuttle busses (picking and dropping of employees – daily commute), lunch benefit, et cetera (Manirujjaman, personal communication, January 23, 2018).

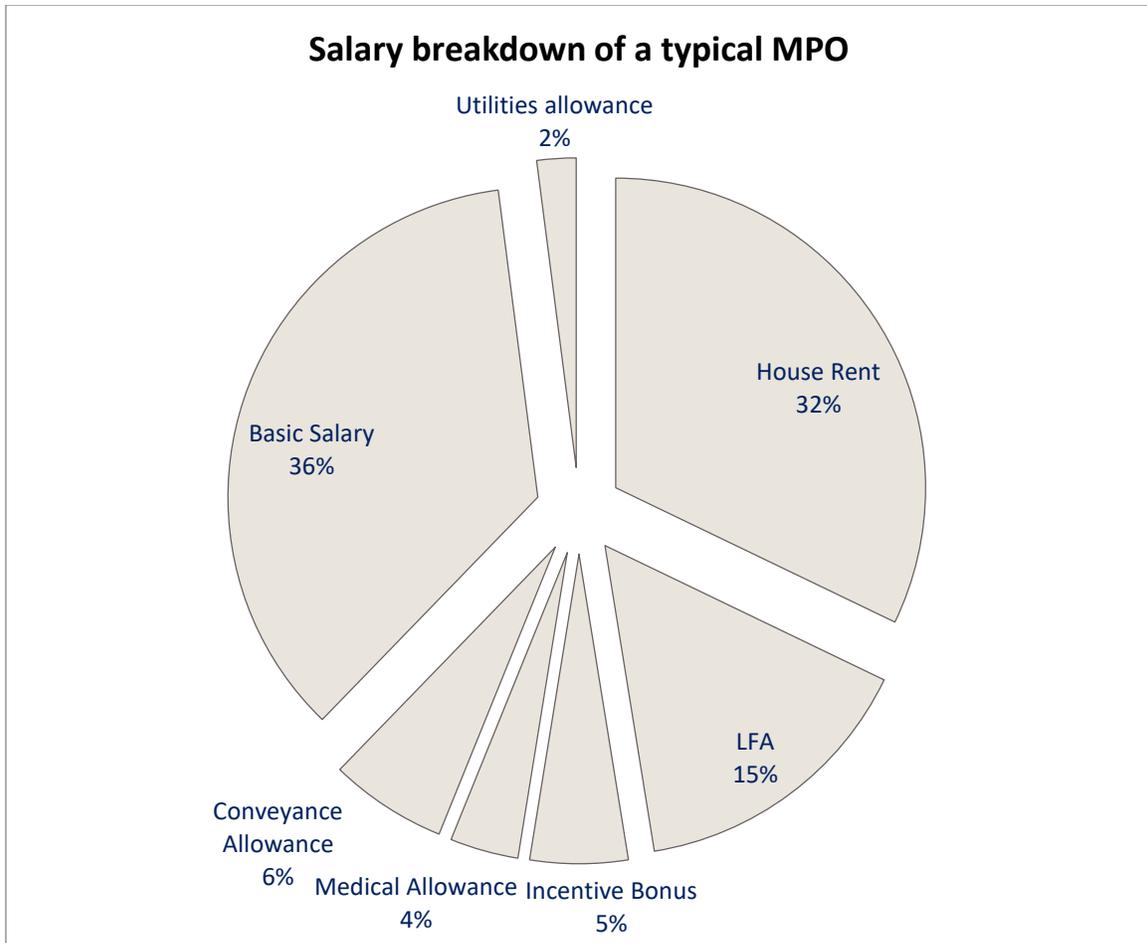
Starting off with bonuses, they include two festival bonuses, which are the bonuses given for the two Eids, one half-yearly bonus, and one profit bonus. The profit bonus is given from the Workers' Profit Participation Fund (WPPF), equally distributed among all the employees, which is a part of the profit (namely 5%) that the company makes yearly. The half-yearly bonus is given out in April; all bonuses are only given to employees who have worked at Incepta for at least 6 months i.e. permanent employees.

Another benefit, which is mandated by the government, which they give out, is from the Provident Fund (PF). Like bonuses, only permanent employees are given this benefit. Here's how the PF works: 10% of basic salary is deducted, doubled (the other half is taken from the company) and stored in his/her PF. For instance, if an employee gets a basic salary of TK. 10,000, Tk. 1,000 will be cut from his basic salary, doubled, which will become TK. 2,000, and stored in the employee's PF. The other TK. 1,000 is provided by the company. The employee will get all the amount stored in that fund after retirement or when he or she leaves Incepta. Incepta invests the employees' pool of PFs into other ventures (not for company operations), which is also in accordance to governmental laws. Employees who have worked less than 5 years

get only 50% from their PF when they leave or retire. Due to the size of the pool of the PF, it is audited every year by external auditing companies to avoid fraudulent activities.

The table below shows the salary structure of a typical Medical Promotional Officer (MPO). An MPO is a medical representative who promotes the products of pharmaceutical companies. Their customers include doctors, nurses, and pharmacists.

Basic Salary	TK. X, XXX
House Rent	TK. X, XXX
LFA	TK. X, XXX
Incentive Bonus	TK. XXX
Medical Allowance	TK. XXX
Conveyance Allowance	TK. XXX
Upkeep Allowance	TK. XXX
Utilities Allowance	TK. XXX
Total	TK. XX, XXX



Another government-mandated after-retirement or while-leaving benefit that Incepta gives out is gratuity (received only if one has served for 5 years or more). Gratuity is the number of years worked times the basic salary of that employee. If served for 5 years, he or she will get 5 times his or her basic salary, if served for 6, 6 times his or her basic salary, and so on.

Before moving onto the next benefit, leave encashment, the leave allowances of Incepta needs to be described. Incepta has three types of leaves that employees can take: casual leave, medical leave, and annual leave. Casual leaves are leaves for unavoidable circumstances or short leaves an employee might want to take. This can't be taken for more than three consecutive days and can be taken ten days in total yearly. Medical leaves are for medical purposes, for which the employee has to provide a medical certificate (a total of not more than fifteen days in a year).

Annual leaves, on the other hand, can be availed any time of the year (a maximum of fifteen days yearly) and can be taken for fifteen consecutive days, if one needs it. Moving onto the benefit, leave encashment, it involves being able to encash half of the basic salary of the maximum number of annual leaves that can be taken. So, each employee gets 8 days worth of basic salary, which is given regardless of leaves taken.

Talking about field expense allowance, it involves resolving the expenses incurred outside the company. MPOs mainly have this allowance, which involves reimbursing any expense outside the premises of Incepta, which come out of the employees' pockets. There is a limit to how much an employee can spend on outside activities, for instance, on a doctor, while promoting Incepta's medicine. There is a field expense fund where this money comes from. MPOs' outside expenses are noted, verified, and resolved, ensuring that there is no abuse. Another field allowance is ex gratia. Incepta holds a sales conference every year, where the sales employees (MPOs namely) are expected to wear presentable attire, for which Incepta provides this allowance.

Other allowances include Leave Fare Assistance (LFA) and maternity leave. Some companies provide leaves as LFA, Incepta provides cash. They also provide paid pregnancy leave (all benefits included), which is too in accordance to the government, for four months. This leave could be availed any time, depending on the person taking the leave.

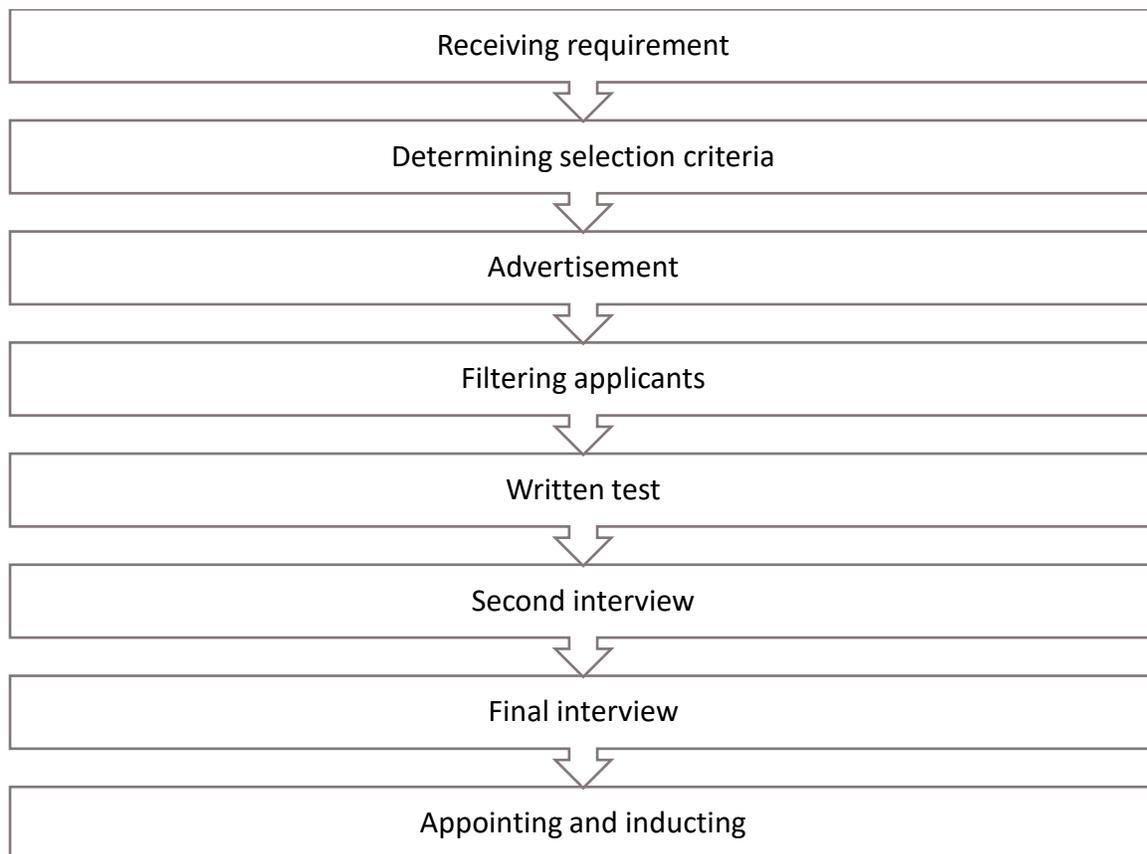
Moving onto commuting benefits, they include car benefits (for Deputy Managers and above positions), shuttle busses to pick employees up from their homes before work and dropping them off to their homes after work (for employees below the Deputy Manager level), and motorcycle benefit. The motorcycle benefit is loan given to employees, for those who might want to commute with motorcycles. The loan has to be given back to Incepta with interest.

For employees who leave the company, there are settlement procedures that take place. They might take certificates for the duration of the time they have worked at Incepta, certificates for future references, and such. Sometimes, the employee might owe Incepta or Incepta might owe them money. So, settlement involves all these and other settlements for employees' and is part of payroll.

What is your recruitment and selection process?

The recruitment process of Incepta is a small bit of the total recruitment and selection process, the larger bit is the selection process. Up to receiving the resumes is considered the recruitment process, here at Incepta, and any step beyond that till the induction of the candidate is considered as the selection process (Aziz, 2017).

The steps of an archetypal recruitment and selection process:



Step 1: Receiving requirement

In this step, a requisition (an official request) from the concerned department is received. Incepta has 15 departments, which include Marketing Strategy, Medical Service, Human Resource, Administration, Commercial, Sales, Distribution, Regulatory Affairs, Finance and Accounts, Financial System, Management Information, Production, Quality Control, Product Development, and International Marketing.

Step 2: Determining selection criterion

In this step, position description and selection criteria are drawn up. These are the specifics those have to be looked at while building the profile of a candidate (i.e. this is how the position description is drawn up):

- Typical day of the employee.
- Similar positions, to avoid redundancy.
- Attributes common to the best performers.
- Lacking of the average performer or the person who is not one of the better performers.
- Incentives that would make that person perform on a higher level.
- Strengths and weaknesses of a person in that role.
- Reason(s) for the previous employee leaving.
- The employee's biggest challenge(s).
- Types of people the person will have to deal with and on what level.
- Technical and behavioral requirements.
- Special requirements of the role, such as location, equipment used, etc.

Step 3: Advertisement

In this step, application is sourced, internally and/or externally. External sourcing includes online job sites such as bdjobs.com, newspapers, referrals, walk-ins, and write-ins. Walk-ins include people who come to Incepta and drop their resumes off; write-ins include people who send their resumes by post.

Positions from Senior Executives and above searches are different from normal sourcing. For these, employees already employed in other organizations are attracted to switch to Incepta. This has relatively low level of success. Depending on the circumstance, other professional and employment agencies, educational and technical institutes may be chosen for job openings, such as asking Chartered Accountant firms for Chartered Accountants.

Step 4: Filtering applicants

Step 4 includes applications being received and categorized. The categories include: Meets Criteria, Possibly Suited, and Rejected.

Step 5: Written test

This step includes a written test, the first interview, and assessment against set criteria. If the candidate meets set criteria, they move to the next step of the selection process. If they don't, they get a rejection letter.

Step 6: Second interview

Candidates who have passed the previous step get to take the second interview. Those who meet set criteria are asked for the final interview, those who do not are sent the rejection letter, similar to the last step.

Step 7: Final interview

This is the second last step of the recruitment and selection process. The final interview determines whether the candidate, who has made it this far, will join Incepta or not. If the person is rejected at this stage, he or she is sent a rejection letter. If they are selected, they move to the last step of the selection process, which is receiving the appointment letter and induction.

Step 8: Appointing and inducting

The last step in the recruitment and selection process involves sending appointment letters to the selected employees and inducting them into the organization in accordance to set rules and policies.

For an existing position, the department requiring an employee informs the Human Resource department and the Human Resource department notifies the other departments, letting them know of the vacant position, hopeful for a possible fill.

For a new position, the head of the Human Resource department is informed in advance. The department head submits a request to the head of the Human Resource department for approval, with proper justification and detailed job description. After the head of the Human Resource department approves of the request, the recruitment process will begin. All new appointments are

made in accordance with the department budget and the approval of both the head of the Human Resource department and the Managing Director.

How do you maintain your attendance?

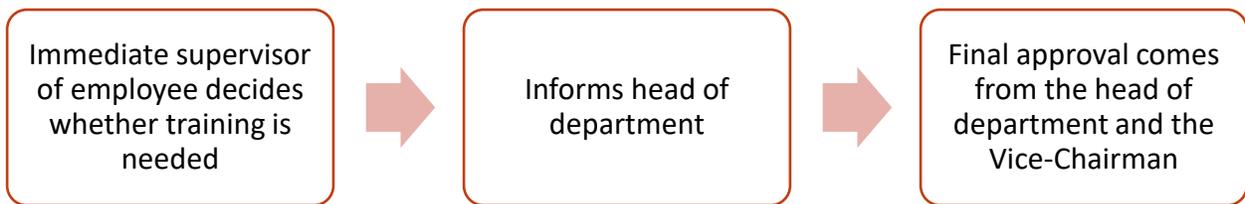
The team responsible for attendance maintenance makes sure that employees maintain their time and attend on a daily basis (A. Hasan, personal communication, January 23, 2018). Incepta has a machine installed for every door inside its headquarters, where an employee punches his or her identification card for access. Each employee punches his or her card when he or she arrives first at office in the morning and when he or she leaves, to mark attendance. Employees receive a token for lunch when they punch their cards outside the canteen for lunch access. For attendance, lunch, and leave Incepta uses two applications: FingerTec and Attendance Management System (AMS).

All the records of all the employees (ID-wise and department-wise) coming into office and leaving office are in the AMS, which are sorted and sent to the HR department managers every day. One copy of this is given to the Managing Director and one copy to the Vice-Chairman. If an employee takes a leave, this can be adjusted in the system. As a result, his or her absence for the time being won't be counted. If a person has missed or forgot to punch his or her card while coming in, they have to fill a form and apply with a signature of the department head. After approval, it is manually updated.

Incepta provides lunch, 20% of which is taken from the employee's total salary and 80% paid by Incepta, every day for all employees. As the sorted daily information about attendance is sent to the managers by 10 a.m., employees arriving after 10 might not get access to lunch. So for circumstances like this, the employee has to inform the Human Resource department and they manually give access to that person's lunch.

Please detail about the training and development system here at Incepta.

The people at Incepta do not do Training Needs Assessments (TNAs) to determine gaps between what an employee knows and what an employee needs to know through training. Instead, the supervisor of the employee decides whether that particular employee needs training or not, and informs the head of the department. The final training approval requires the approval of the head of the department and the Vice-Chairman (J. Ferdous, personal communication, January 23, 2018).



Incepta does not conduct training under in-house people, i.e. under its own people. Rather, it uses third parties. There are two types of training: international and local. International training involves sending people outside the country, with allowances and accommodation benefits. On the other hand, local training can be divided into two categories: in-house and out-house. In-house training involves training inside the premises of Incepta and out-house training involves training outside Incepta's premises. They have more international trainings than local ones. There are 4 to 5 local trainings each year and 5 to 6 international trainings each month on average.

A training feedback evaluation after the end of each training session, usually through a questionnaire, is conducted to know about how the employees felt about the training, whether

they liked it or not, and whether they found it useful or not, used in improving the ways and contents of the trainings.

How do you appraise the performance of your employees?

Incepta conducts a yearly performance appraisal and no one in the organization gets disappointed, as all of them get increments of some sort (K.A.M. Rabbi, personal communication, January 23, 2018). The appraisal is based on a rating scale which is out of 6. The scale includes attributes such as Excellent, Good, Satisfactory, etc. If an employee gets 6 out of 6, he or she will get 6 increments, if he or she gets 5 out of 6, he or she will get 5 increments, and so on. Due to the inaccessibility of confidential information about the appraisal procedure, the increment procedure lacks further clarification.

Moving on, each employee is graded in accordance to their positions in the company. The higher an employee is up the grade, the higher the increment the employee is going to get, based on their rating in the appraisal. The table on the next page shows the grading policy from the top to the Assistant Officer position.

This list goes on for sixteen more positions and ends with V5, which is the Junior Assistant Vehicle Driver. The highest level an employee can reach is H02, which is Executive Director, through promotion. In the end, it is up to higher management to decide who gets promoted and who gets what increment in accordance to the appraisal. For instance, the head of HR and the HR manager takes the decision of who gets what increment, based on their policy of rating and increment. The appraisal has a budget department-wise, out of which the increments have to be given.

Incepta Grade	Grade Description
H02	Executive Director
H03	Senior General Manager
H04 - 1	General Manager 1
H04 - 2	General Manager 2
M01	Deputy General Manager
M02	Senior Manager
M03	Manager
M04	Deputy Manager
M05	Assistant Manager
L01	Senior Executive Officer
L02	Executive Officer
L03	Senior Officer
L04	Officer
L05	Assistant Officer

Suggestion

Incepta uses software from the German enterprise application software company SAP (SAP), to assist them with operational management, personnel administration, and payroll. They started using SAP's technology to ease their management operations and activities from 2010, as mentioned earlier, and the HR department started using it from 2015. Four people in the HR Department are in charge of the technology from SAP, paying about \$1,200 per year for each member, as fees. However, for employee information data-basing and safekeeping for later references, they still use the filing system.

The filing system involves keeping all employee files in individual folders, identification number wise (which contain their personal and any other of their information related to the company), in a room full of cabinets. Before they are put up, they are scanned and saved in their computers or digital databases for safekeeping. In short, this is a manual process which is labor-intensive, takes time, and is not efficient. To ease this operation and administrative procedure, they could use employee file management software, also provided by SAP, to ease their operations, save time, and use this time for other important tasks in the company. In the short-run, buying more expensive software might be costly, but in the long-run it will be way more gainful, efficient, timesaving, as a result, cost-saving.

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