



Internship Report on  
Human Resource Functions of  
Incepta Pharmaceuticals Ltd.

Submitted To

**Mr. Feihan Ahsan**

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Submitted By

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## Letter of Transmittal

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To

Mr Feihan Ahsan

Lecturer

BRAC Business School

BRAC University

66, Mohakhali, Dhaka 1212, Bangladesh

Subject: Submission of internship report on “HR Function of Incepta Pharmaceuticals”.

Dear Sir,

With great Pleasure I hereby submit my internship report on “HR Function of Incepta Pharmaceuticals”. The report has been completed by the knowledge that I have gathered during my undergrad courses which I completed during my BBA as well as from my internship period in Incepta Pharmaceuticals HR department from April 19th to July 17th.

I am grateful to all those people who provided me important information, data and pragmatic advice. I would be grateful if you read my report minutely and I will try to answer all the questions that you have about my internship report.

I tried my best to complete this report meaningfully and accurately. However, if you need any quarry about this report please contact me without any kind of hesitation.

Sincerely yours,

Md. Galibe Shariar Tushar-14304044

BRAC Business School

BRAC University

## Acknowledgement

All Praises to almighty Allah who has created me and has given me opportunity and strength to work with people. I would like to thank and express my deepest gratitude to all those people who provided me the opportunity to complete this internship report. My acknowledgement begins with thanking my academic supervisor Mr Feihan Ahsan, Lecturer, Faculty of BRAC Business School, Whose Constant help mattered a lot regarding various aspects of this report.

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After that I would like to thank Mr. Jahid Hasan (Officer, HRD), Mrs Jannatul Ferdous (Officer HRD). They provided me right information and their kind assistance regarding this report. Without them it was impossible for me to complete this internship report. I got all the necessary guideline valuable information and cooperation advice from them to complete this difficult task. Furthermore, I would like to thank every personnel of Incepta Pharmaceuticals ltd. for sharing the valuable information with me.

I strongly believe that the path to improvement is never ending. Thus, I will look forward to and gratefully acknowledge all suggestions received.

## **Executive Summary**

Doing the internship at Incepta Pharmaceuticals Limited, Human resource division has been exaggerating at both the personal and academic level. The report title is Human Resource Functions of Incepta Pharmaceuticals Limited. During my internship period I gained practical knowledge and learn how the human resource division function a big pharmaceutical company like IPL. I also learn how to ensure the right number of people at the right place at the right time. Furthermore I also learn how to work with first organization culture and observe how IPL handle its employee through motivation and empowerment and extract from employee their best effort.

The report starts with an organization profile of Incepta Pharmaceuticals Limited and its chronological event, mission, vision and its product; Then rationale of the study, scope, limitation and objective of the study. Following that a literature review is given.

Next part includes the rules and regulation of Incepta Pharmaceuticals Limited. After that a hierarchy is given and it shows that how much an employee can reach through the promotion. Then major portion start with the recruitment and selection process of IPL; where reader can find that how much intense situation have to face at IPL in recruitment and selection process. Then I talked about the both financial and non-financial benefit provided by IPL. After that I have talked about their training and development method. I tried to discuss all their available training method. Furthermore, I have discussed about their daily attendance management system. Then I have talked about their performance appraisal system. Which method they are following while doing performance appraisal I have tried to give detail information. I have also discussed about the probation period and how they assess their probationary employee. Furthermore; some of the key finding was given and a valid analysis has been shown. Then based on those findings and analysis some recommendations are given. Finally there is the conclusion followed by references and appendix.

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## **Part 1: Profile of the organization**

### **Organization: Incepta Pharmaceuticals Limited**

IPL started its operation with a handful of highly expert and devoted professionals guided by an able leadership. Proper strategic planning, technical sovereignty, fast and timely decisions helped them achieve their objectives leading to much faster amplification. Incepta was able to extrapolate the need of the market and provide the right product at the right time. High focus on research and development investment from the very early made possible the acquaintance of quality products ahead of its competitors in most of the time. Currently, Incepta Pharmaceuticals Ltd. is one of the leading pharmaceutical companies in Bangladesh established in the year 1999. Incepta Pharmaceuticals Ltd. is now the 2nd largest company of the country and known as the fastest growing of the top five manufacturing company in the nation. Currently the Zirabo and Dhamrai plant consists of various buildings with state of the art technology. Devoted cephalosporin manufacturing building, a specialized manufacturing building for the production of lyophilized products, insulin and amino acids and recently built liquid and semisolid manufacturing building and large warehouse is also in its operation.

Another multipurpose building for housing the R&D operation with the canteen facility is there. Currently all the products are coming from the plant at Zirabo. The company now produces almost all types of dosage forms covering nearly all therapeutic area.

Incepta now has one of the largest and decent sales force and large distribution network of its own, operated from 21 different locations in the country. A most brawny efficient and dedicated marketing team consisting of pharmacists and doctors are at the core of the marketing operation. These highly efficient professionals play a vital role in providing the necessary strategic guideline for the promotion of its product.

Currently more than 100 pharmaceuticals companies are doing business in Bangladesh. From them 20 companies generate 85% of the revenue. According to (BD Drugs, 2018) the top ten manufacturers by share market revenue are: Square (19%), Incepta (9.5%), Beximco (9%), Opsonin (5%), Reneta (4.9%), Eskayef (4.7%), ACI (4.3%), ACME (4.1%), Aristopharma (4%),

and Drug International (3.7%). Local Manufacturer dominates the market while international manufacturer hold the 10% of market share.

**Company profile:**

I. Corporate Headquarters	40 Shahid Tajuddin Ahmed Sarani Tejgaon VA, Dhaka- 1208, Bangladesh Phone: +880-2-8837811-26 Fax: +880-2-8837952 E-mail: incepta@inceptapharma.com info@inceptapharma.com
II. Operational Headquarters	40 Shahid Tajuddin Ahmed Sarani Tejgaon I/A, Dhaka-1208. Bangladesh Phone: +880-2-8837411-26 Fax: +880-2-8837952 E-mail : incepta@inceptapharma.com, info@inceptapharma.com
III. Factory	Dewanldris Road, Jirabo, Savar, Dhaka. Bangladesh Phone: +880-2-7708502 Fax: +880-2-7708507 E-mail: factory @incePtaPharma.com
IV. Sister Concern	Incepta Vaccine Limited Incepta Hygiene and Ilospicare Limited Swiss bio-equipments limited Incepta Herbal & Nutricar Ltd.
V. Managing Director	Mr. Abdul Muktadir
VI. Year of Establishment	24-02-1999

VII. Commercial Production	April-1999
VIII. Status	Private Limited Company.
IX. Types of Business	Pharmaceuticals Manufacturing Company
X. Registered Member	Bangladesh association of Pharmaceuticals Industries

**Mission:**

Provide people globally with high quality health care products at affordable prices in order to flourish access to medicine and to provide employees better environment that facilitates requital of their full potential.

**Vision:**

IPL wants to become a research based global pharmaceutical company in addition to being a highly skilled generic manufacturer. To discover and develop innovative, value-added products that augments the quality of life of people all around the world. And avail towards the growth of our Nation.

**Chronological events of IPL:**

- December 16th 1998, the construction of the factory started
- August 1999, office operations started
- December 1999, first batch of product Neodin S 150 (Ranitidine 150 mg tablet) was produced.
- January 2000, they began their sales formally.
- February 2000, training of the first batch of medical representatives started
- In April 2000, with the launching of Osartil (Losartan Potassium) the first prescription product of Incepta was launched in the market. Several other first ever product, Celenta (Celecoxib), Rofenta (Rofecoxib) and Omidon (Domperidone) followed in the footsteps

of Osartil. A total of 23 new generics with 35 presentations were launched this year. 4 of these generics were first ever introduced in Bangladesh. (Incepta Pharma, 2018)

- By the end of 2000 Incepta was ranked 31st company of the country.
- In 2001, Incepta did huge restructuring the company. They inaugurated Sales, Distribution, Marketing Strategy Department, and Factory.
- In 2001, a total of 18 new generics with 37 presentations were Introduced by incepta. 11 of these generics were first ever in Bangladesh. (Incepta Pharma, 2018)
- At the end of 2001, Incepta was ranked the 12th company of the country. The company had a tremendous growth of 448% over the previous year (IMS). (Incepta Pharma, 2018)
- In 2002, a total of 32 new generics with 49 presentations were launched. 14 of these generics were first ever in Bangladesh. (Incepta Pharma, 2018)
- In 2002, a huge expansion project of the factory was planned. New office for the sales and distribution operation was also taking shape.
- In 2002, The Company did topnotch growth of 55.85% over the previous year. By the end of the year Incepta was ranked the 10th company of the country (IMS). (Incepta Pharma, 2018)
- In 2003, Incepta continuously introducing innovative and newer molecules to the local market. A total of 32 new generics with 48 presentations were launched. 18 of these generics were first ever introduced in Bangladesh. (Incepta Pharma, 2018)
- In 2003, The new office located in Dhanmondi for the sales and distribution operation was started
- In 2003, The Company did an excellent growth of 28.5% over the previous year (IMS).
- At the end of the year 2003, Incepta was ranked the 8th company of the country (IMS).
- In 2004, a total of 17 new generics with 32 presentations have been launched. 6 of these generics were first ever introduced in Bangladesh. Furthermore; company maintains the 42.8% growth over the last year. In addition that IPL was ranked the 5th largest company of the country with the highest growth rate among the top five (IMS). (Incepta Pharma, 2018)
- In 2005 incepta decided to start their business in unexplored area and continued to gratify the customer and became the supplier of UNICEF and UNDP and started to supply the lifesaving medicine to UNICEF from March,2005

- in 2005, a total of 27 new generics with 76 presentations were launched. 12 of these generics were inaugurated first time ever in Bangladesh. And also company did excellent growth of 34.8% over the last year. Furthermore, the company was ranked 3rd largest with the highest growth among the top five (IMS). (Incepta Pharma, 2018)
- IPL successfully started foreign marketing operation from May 2006. According to (Incepta Pharma, 2018) in that year total of 25 new generics with 82 presentations were launched. 9 of these generics were first ever introduced in Bangladesh. In addition, the company maintains tremendous growth of 31.26% over the last year (IMS).
- In 2007, Incepta pioneered the inauguration of biotech products (Human Insulin) and lyophilized products (Pantoprazole injection) in the local pharmaceuticals market. This was the first time a Bangladeshi pharmaceutical company produced such highly complicated technology product in the country. In that year a total of 32 new generics with 82 presentations were launched. 4 of these generics were first ever introduced in Bangladesh. (Incepta Pharma, 2018)
- In 2007 incepta pharmaceuticals ranked the 2<sup>nd</sup> largest company in Bangladesh.
- Marketing, Sales, Distribution and Administration departments' transferred to the fully owned new office premises in Tejgaon, Dhaka. The international standard head office of Incepta began operation in the new office premises on 1st October, 2007. In January 11, 2008 Incepta got European "Certificate of GMP Compliance". (Incepta Pharma, 2018)
- In 2008, 40 new products with 86 presentations were introduced of which 10 were first ever in Bangladesh. (Incepta Pharma, 2018)
- IPL received GMP certification (General formulations and Cephalosporins) from Kenyan Ministry of Health on January 21, 2008. In addition Incepta was also awarded GMP (Cephalosporins) from Ethiopian Ministry of Health on July 22, 2008. In that year Incepta registered 51 products in Mongolia on September 26, 2008 (As first Bangladeshi Company). Incepta registered 3 products in Georgia on October 13, 2008 (As a first Bangladeshi Company). (Incepta Pharma, 2018)
- In 2008 huge number of products got registration in different countries. 19 products from Democratic Republic of Congo, 20 products from Sri Lanka, 22 products from Togo, 8 products from Hong Kong, 20 products from Mauritania, 6 products from Vietnam, 1 product in Cambodia. (Incepta Pharma, 2018)

- IPL started venturing in the field of human vaccines and hormonal products, started on 1st January 2009 and 8th November 2009 respectively. (Incepta Pharma, 2018)
- Incepta maintained the 2nd largest (IMS) position in Bangladesh pharmaceutical market in 2010. According to (Incepta Pharma, 2018) the company maintained the strongest growth among the top 10 companies with a growth rate of 34.97% (IMS). (Incepta Pharma, 2018)
- In 2011 the company launched 55 products, 9 of which were first ever introduced in Bangladeshi market. (Incepta Pharma, 2018)
- In 2012 the company launched 52 products, 7 of which were first ever in Bangladeshi market. (Incepta Pharma, 2018)
- In 2013 the company launched 40 products, 7 of which were first ever in Bangladesh market. (Incepta Pharma, 2018)
- The company inaugurated bulk manufacturing facility of human vaccine at Zirabo Vaccine plant.
- In 2016, Incepta Inaugurated most advanced pharmaceutical product monoclonal antibodies (mAbs) with the brand name Relyto (Rituximab), Denosis (Denosumab) and Advixa (Adalimumab). Furthermore; these products received very good feedback from doctor's community. In 2016, IPL Chairman & Managing Director received export trophy (for the fiscal year 2013-2014) from Sheikh Hasina, the Hon'ble Prime Minister of the People's Republic of Bangladesh. In addition that, in 2016 the company launched 41 products, 11 of which were first ever in Bangladesh. (Incepta Pharma, 2018)

### **Products of Incepta Pharmaceuticals Ltd:**

These are the products currently they are manufacturing Antihypertensive, Diuretics, Antihistamines, Antiparkinsonism, Antiulcerants, Antibiotics, Iron supplement, Antifungals, Anxiolytics, Skin depigmenting agent, Antiarthritic, Pain killer, Antiflatulent, Antiplatelet, Nasal Spray, Antiasthmatics, Antiepileptic, Cough Expectorant, Sedative, Ovulation inducing agent, Prokinetic and Antiemetic, Drug for BPH, Anticoagulant, and Antidepressant. (Incepta Pharma, 2018)

**Department:**

IPL has 15 departments, which are:

- ✓ Marketing Strategy Department
- ✓ Medical Service Department
- ✓ Human Resource Department.
- ✓ Administrative Department
- ✓ Commercial Department
- ✓ Seles Department
- ✓ Distribution Department
- ✓ Regulatory Affairs Department
- ✓ Finance and Accounts Department
- ✓ Financial System Department
- ✓ Management Information System Department
- ✓ Production Department
- ✓ Quality Control Department
- ✓ Production Development Department
- ✓ International Marketing Department

**Number of Employees:**

Currently at IPL more than 7000 employee is working there. According to (Incepta Pharma, 2018) the employee growths are given below:

<b>Year</b>	<b>Number of Employee</b>
1999	20
2000	336
2001	744

2002	900
2003	1100
2004	1400
2005	1800
2006	2200
2007	2800
2008	3200
2009	3800
2010	4200
2011	4400
2012	4702
2013	5023
2014	5349
2015	5721
2016	6170

**Growth in comparison with local pharmaceuticals market (IMS\*data)**

From the very early Incepta has concentrated on launching newer, innovative and advance products. High investment in research and development and advanced technology has allowed the company to launch 429 generics with 783 presentations, 158 of which were inaugurated “first time in Bangladesh”. According to (Incepta Pharma, 2018) IPL and its sister concerns are now manufacturing Human vaccines, Monoclonal antibodies, Biotech products, Hormones, Natural

products, Animal health products, Hygiene products and Hospital devices in wide range of dosage forms. Glory of these high quality products led the company 2nd position among Pharmaceuticals companies within 8 years of starting operation. According to (Incepta Pharma, 2018) these are the product number, according to year and first ever product they manufactured are given below:

<b>Year</b>	<b>No of product</b>	<b>First ever product</b>	<b>IMS Rank*</b>
2017	810	5	2 <sup>ND</sup>
2016	783	11	2 <sup>ND</sup>
2015	742	5	2 <sup>ND</sup>
2014	706	3	2 <sup>ND</sup>
2013	686	7	2 <sup>ND</sup>
2012	631	7	2 <sup>ND</sup>
2011	632	9	2 <sup>ND</sup>
2010	594	10	2 <sup>ND</sup>
2009	585	4	2 <sup>ND</sup>
2008	532	10	2 <sup>ND</sup>
2007	451	17	3 <sup>RD</sup>
2006	368	9	3 <sup>RD</sup>
2005	288	12	3 <sup>RD</sup>
2004	198	6	5 <sup>TH</sup>
2003	154	18	8 <sup>TH</sup>
2002	119	14	10 <sup>TH</sup>
2001	78	11	12 <sup>TH</sup>
2000	35	4	31 <sup>ST</sup>

**Part 2: Introduction of the report**

### **Rationale of the study**

The report is originated from the curriculum requirement of BBA program at BRAC University. The topic of my report is “Human Resource Management Practices of Incepta Pharmaceuticals Limited”. For this reason, I was working with them for 90 days and observed their functions and operational activities closely. I have done my Internship Program with Incepta Pharmaceuticals Limited and as per advice with my academic supervisor **Mr. Feihan Ahsan**.

### **Scope of the Study**

This report has been prepared through extensive discussion with employees of IPL Human resource division. Important documents provided by the HRD also helped in preparing the report. At the time of preparing the report, I had a great opportunity to have an in depth knowledge of all the Human resource activities practiced by Incepta Pharmaceuticals Limited.

### **Limitations of the Study:**

- Unavailability of relevant information and record in the organization was a major hindrance.
- Another limitation was busy working environment; Employees had limited time to provide information because of their busy routine work.
- Unintentional non-cooperation of the respondent in providing necessary information
- Some of the employee were afraid of in providing confidential information

### **Objective of the study:**

#### **General Objective:**

- To fulfill the requirement for completion of the Bachelor of the Business Administration in Human Resources Management.
- To learn about Human Resources Management practices and policies in Incepta Pharmaceuticals Ltd

**Specific Objective:**

- To know Human Resources Planning and practices in Incepta Pharmaceuticals Ltd
- To learn about recruiting and selection Process of Incepta Pharmaceuticals Ltd
- To identify training and development methods applied of Incepta Pharmaceuticals Ltd
- To know performance appraisal practices in Incepta Pharmaceuticals Ltd
- To know benefit and compensation practices in Incepta Pharmaceuticals Ltd
- To recommend and suggest in improving the current system
- To relate the theoretical knowledge and practical knowledge

## Review of Related Literature

Human resources are the most valuable factor in any organization. Basically, it is the main resource or factor that can differentiate an organization from the other and differentiation is only possible when this resource can be utilized wisely. Though the importance of people in workforce has been recognizing from ancient period, different sorts of papers, journals and books were published by the professor of American Business School in early 1980 to bring the HRM concept into the light as well as the conflicting situation of today's business world regarding human resources that making the environment volatile has been recognized. (Soderlund and Bredin, 2005). As human resources are not the asset like machine, land, technology, their diversity, individuality, psychology etc. require much attention than any other asset of the organization (Soderlund and Bredin, 2005). This was the prime reason why the management of human resources was came into the limelight and regarding this, different experts define human resource management from their point of view. Dessler (2003) views HRM as "a process of acquiring, training, appraising, and compensating employees and attending to their labor relations, health and safety, and fairness concerns." John Storey (1995) sees human resource as an agent of competitive advantage (Barney, 1995) and this competitive advantage is only possible by the development of a strong and integrated culture which ultimately makes the people committed to their organizations.

It is true that capital, technology etc. are very much necessary for production but without the touch of human being nothing makes happen. Without the movement of paper, nothing moves and human is the actor who moves this paper. Sometimes we say the concept of fully automation system but there must be a person who starts the process, who presses the button of the machine (Smriti, 2014). Most of the HR experts view human resource management as a process of some functions. Recruitment and selection, compensation, training, performance appraisal etc. are those functions mainly (Dessler, 1994).

Recruitment is the process of searching and attracting the prospective employees (Yoder, 1986) and selection process helps to find out the best of the best from that attracted talent hub. Analoui

(2007) views recruitment and selection as an ethical process of seeking and attracting the most competent for the certain position. Flippo (1990) thinks recruitment as a positive activity because it encourages people to apply for the job. In simple language recruiting is attracting the employee for the particular position and selecting is selecting the right employee for the right position at the right time.

According to Price (2007), there are important approaches of recruitment strategies namely suitability, malleability and flexibility. Suitability means the qualified applicant for the vacant position, malleability means coping with the culture and flexibility stands for the reliability and the versatility of that people (Price, 2007). These important as well as complicated factors are kind of guided principles for the recruitment process. Retaining employees parallel with selecting them is also very much important. Every organization wants the most suitable and competent person for their organizations but there is a serious lacking of talent in the market. In this regard (Pfeffer, 1994) views recruitment and selection process as a toughest battle to win. Channels of recruitment are cascaded into external and internal recruitment, and formal and informal channels (Russo et al., 1995).

As retaining potential employees is also very much important for the organization, there must a well-defined compensation plan or package to motive the employees. Compensation is very important for organization as it helps to attract and retain the high potentials as well as compensation encourages the employees to behave in the desired way (Patel & Cardon, 2010). According to Minbaeva et al. (2003), compensation increases the motivation of the employees. Compensation includes all kinds of pay of employees that comes from the employment (Dessler, 2003). There are three major types of compensation namely non-monetary compensation, direct compensation and indirect compensation (Schuler, 2010). Non-monetary compensation is a type of compensation paid by the employer that does not involve tangible value. Direct compensation is the employee's base wage like monthly salary or hourly wage. Indirect compensation varies very widely like from social security to health insurance, retirement programs, paid leave child care or moving expenses (Schuler, 2010).

In today's volatile business environment, employees of an organization require to learn different sorts of skills and knowledge continuously. These skills and knowledge have a great impact on the productivity of the organization (Guzzo, Jette & Katzell, 1985). Most of the organization has to take this responsibility to train its employees for the betterment of the employees as well as the organization's profitability though organizations face many difficulties while training the employees (Ostroff & Kozlowski, 1992). Training is the process of increasing the aptitude, skills and abilities of the employees to perform specific job in a much better way (Jucious, 1998). Flippo also argues that "training is the act of increasing the knowledge and skills of an employee for doing a particular job." Between two methods of training named on the job training and off the job training, it is vital for the organization to make a careful use of the training methods to make the overall program very cost-effective (Beardwell and Holden, 2010).

Organization can rule over its competitors by ensuring continuous increment of performance. In today's highly competitive business market, performance management has found a vital job for the HR department of the organization. According to Aguinis (2014), performance is a never-ending process of identifying, measuring and developing the performance of the employee as an individual or as a team and matching that performance with the strategic goal of the organization. This concept of performance management indicates how an organization can ultimately get the best from their employees (Dransfield, 2000). Though many organizations treat performance management as a measuring tool only but in reality performance management starts with setting objectives that are easy to communicate with the employees, quantifiable and congruent with organization's strategic goal (Dransfield, 2000). After defining this, the concept of performance appraisal will come into action (Bredin, 2008). Performance management is an extraordinary process of implementing and evaluating a system approach that can easily identify the employee who is responsible for the result of the organization (MvKenna & Beech, 2008)

However, nowadays many organizations isolate and misunderstand the human resource management department as organizations fail to recognize that they cannot run a single step without the proper functioning of employees (McEvily & Reagans, 2003). The basic aim of human resource management is to functioning in such a way which ensure that firm's human

capital are being used in the fullest capability to produce the highest possible results (Gilley & Gilley, 2007)

### **Methodology:**

Both primary and secondary research conducts while preparing the internship report.

Primary data:

- One to one interview
- Open discussion
- 3 month personal experience in the organization

Secondary data:

- Report and publication
- Books and journals
- Internet

**Part 3: Main Body of the Report**

## **Human Resource Management**

Human resource management includes all managerial decisions that directly or indirectly influence every employee who are working in the organization. In these modern eras, enlarge intentness has been adherent to how organizations manage Human Resources.

The major HR functions of IPL include:

- Recruitment and selection process
- Compensation and benefit
- Training and Development
- Attendance management
- Performance appraisal

First of all, the reason for recruitment is to attract as many candidates as possible. Then from those candidates select the right employee for the right position at the right time. After that compensation and benefit and it showing that every organization have different policy to provide compensation and benefit. Furthermore Based on their work intensity IPL provide their available best training to the employee. Then IPL tried to maintain their attendance as precisely as possible. Every work need to appraisal whether the task was fight or not IPL appraise their employee performance their best possible system.

### **Terms and condition of employment**

1. The following details will be mentioned in the Appointment Letter issued the Employee by the company at the time of appointment:
  - a. Post
  - b. Grade
  - c. Salary
  - d. Other allowance/Benefit, if any
  - e. Date of appointment (if no date of appointment is mentioned then the date of joining shall deem to be the date of appointment)
2. The following terms and condition shall form a part of the appointment letter:
3. **Increment and promotion:** Depending on the efficiency and quality of Employee seniority shall not; however be the only criterion for increment and or promotion. The company in its sole discretion shall decide both increment and promotion. (Incepta Pharma, 2018)
4. **Probation/Training:** Minimum six months which may be extended from time to time at the discretion of the company if the performance of the Employee is not satisfactory. However, if the appointment is on temporary basis, this clause will not apply. (Incepta Pharma, 2018)
5. **Termination:** Either of the parties may terminate the employment by giving two months' notice in writing or two month's salary in lieu thereof. The notice period should terminate with the end of a month. However, during the probation/training period the company can terminate the service of the Officer/Staff without any notice whatsoever. (Incepta Pharma, 2018)
6. **Traveling:** Traveling cost for any official work of the company shall be paid by the company at actual.
7. **Leave:** Annual Leave 15 days, Medical Leave 15 days, and Casual Leave 10 days. Provided that - (I) No casual and / or annual leave will be granted to the Employee during

the period when it is inconvenient for the management to allow the same. In other words, no such leave will be granted when the Employee has any work to do in the office. (ii) No medical leave will be granted without the application being accompanied by the medical certificate issued and or countersigned by the Medical Officer of the company. The company, however, can grant extraordinary leave with or without salary in exceptional cases. (Incepta Pharma, 2018)

8. The Employee may be posted anywhere in Bangladesh at the sole discretion of the company.
9. The Employee shall serve the company according to the best of his skill and ability and faithfully and observe the order and directions of the management and in all respects confirm to and comply with the direction and regulations of the company issued from time to time. Any violation of the same shall tantamount in misconduct.
10. The Employee shall devote whole time during the office hours and his best endeavor to promote the business and interest of the company and shall not without the previous consent of the management be employed in any way or for any purpose whatsoever for any part of his time outside hours by any person, firm or company other than this company.
11. the Employee shall not (except so far as in necessary and proper in the ordinary course of his employment) disclose to any person any in information as to the practice, dealings and affairs of the company or any of its customer or as to any other matters which may come within his knowledge by reason of his employment aforesaid. (Incepta Pharma, 2018)
12. The employee shall execute an oath of secrecy and shall never divulge any secret/confidential matter to any outside. In case of default he shall be liable to pay compensation to the company and shall also be dismissed from service. (Incepta Pharma, 2018)
13. According to (Incepta Pharma, 2018) the Employee shall not:
  - a. Enter into any speculative transactions or dealings in shares, securities or otherwise whatsoever;
  - b. Engage himself/herself in gambling, racing, betting or wagering contracts;
  - c. Engage himself/herself in any kind of business whatsoever;
  - d. Participate in any political or subversive activities;
  - e. Accept any gifts or presents from any customers or prospective customers of the company;

- f. Remain absent from duty without obtaining prior sanction of leave;
  - g. Leave the premises during office hours (excluding for lunch ) without the permission of or instructions his immediate superior officer;
  - h. Misbehave with colleague(s) or superior officer;
14. Bonus, Gratuity, Provident Fund, or any other facility, may be given and / or introduced by the company at its sole discretion from time to time. (Incepta Pharma, 2018)
  15. The Employee shall be liable to be dismissed or any lesser punishment if he/she commits any misconduct during or his office and/or violates of any of the aforesaid conditions. Pending any enquiry against an employee he/she may be suspended from office and during suspension he/she would be entitled to half of his/her salary. (Incepta Pharma, 2018)
  16. The employee shall not leave the country without the prior permission of the company.
  17. The Employee shall retire at the age of 57 years or as decided by the company in specific cases. (Incepta Pharma, 2018)
  18. All other terms and conditions of service shall be governed the ordinary law of employer and employee.

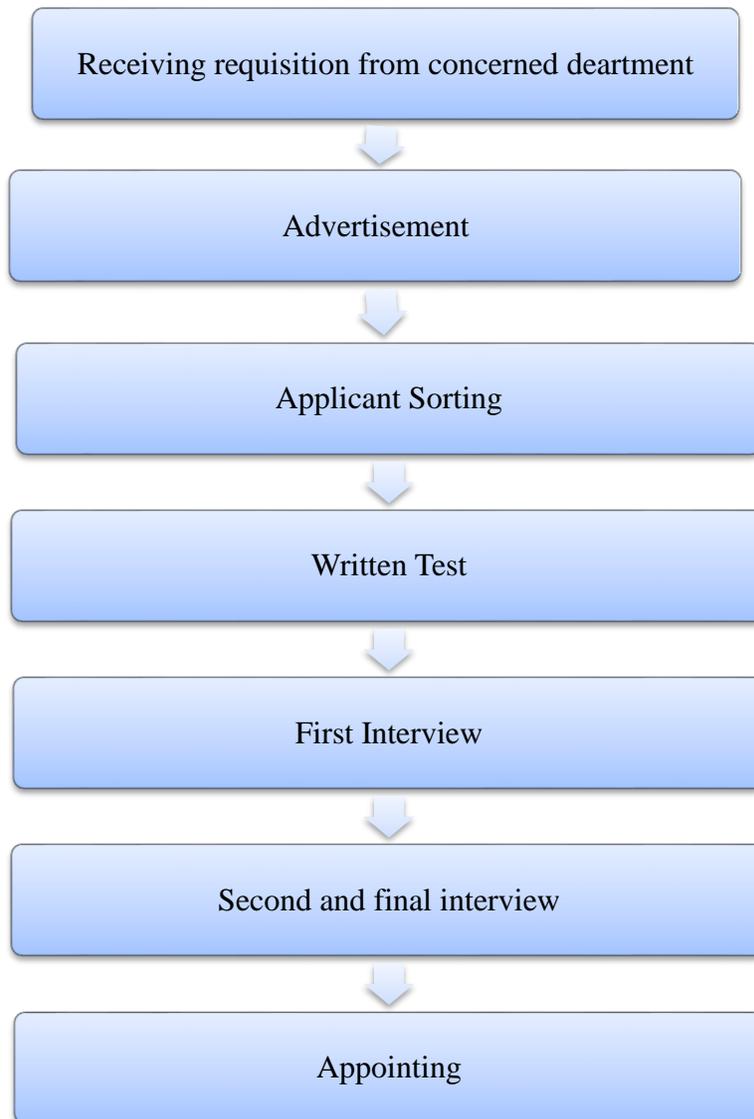
### **Hierarchy of the Human Resource Department:**

The hierarchy start with the assistant officer and an employee can reach up-to the general manager. Other two positions are owned by the owner of the organization.



**The steps of recruitment and selection process of Incepta Pharmaceuticals Ltd:**

This recruitment and selection process is applicable for Assistant Officer of incepta pharmaceuticals ltd. higher rank or lower rank of recruitment and selection process might differ.



- I. **Receiving requisition from concerned department:** The first step of recruitment and selection process is receiving an official letter from the concerned department. Based on

their requirement they request the Human Resource Department to start recruitment and selection process for empty or new position that created in the concerned department.

- II. Advertisement:** In this advertisement step application can be sourced in two ways one is internal sourcing other is external sourcing. Internal sourcing can be the referencing. In Human Resource Department of Incepta internal sourcing rate is relatively high. Thus, overall reference sourcing of Incepta Pharmaceuticals is 2% to 3%. Another one is external sourcing and it can be source Incepta Pharmaceuticals Ltd. website, bdjobs.com, LinkedIn etc. Incepta Pharmaceuticals also participate in job fair at number of university.
- III. Applicant Sorting:** Then another very difficult task of recruitment and selection process is applicants sorting. Applicants who meet the best job specification criteria will select for the further process.
- IV. Written Test:** Written test is conducted by Human Resource Department of Incepta Pharmaceuticals Ltd. If applicants pass in the Written exams then he will be eligible for next steps. Thus, they will not send any rejection mail or letter if applicants fail in the written exam.
- V. First Interview:** Applicants who pass the written exam will call for first interview. First interview is conducted by factory departmental head or concerned departmental head.
- VI. Second and final interview:** Applicants who pass the first interview will call for second interview. Second interview is conducted by Plant head and technical director. If applicants pass the second interview then they will call for final interview. Final interview is all about negotiation. It includes salary, benefit, compensation etc. In this interview employer will not reject any employee. They just offer compensation and benefit. If applicant accept then human resource department starting the final selection procedure.
- VII. Appointing:** In this step Human resource department issue the joining letter. Then applicants have to submit all the necessary documents for example photocopy of academic certificates NID, TIN certificate. For Medical Promotion officer and distribution assistant they have to submit their original academic certificate. The reason for that there is high chances of working with one or more organization because they have to work outside all day long. They might promote for other organization too. That is why they have to submit their original certificate.

In this appointing stage HR manager evaluate the candidate in a form which is given in appendix section.

### **Benefits of Incepta Pharmaceuticals Ltd:**

#### **Financial Benefits:**

**Bonus:** Incepta provide two EID bonuses. Employees get those bonuses according their basic salary. Incepta Pharmaceuticals have some terms and condition about those bonuses. Employee has to be either permanent or six month age of their employment. If the criteria match then automatically the cash will transfer to their bank account along with their salary. Even if the employment age is more than five month they will not get the bonus until the completion of six month of employment. Incepta also provide the half yearly bonus. This is also according to their basic salary.

**WPPF:** Worker profit participation fund provided by the employer. It calculates according to IPL policy. For example if the profit is 10 corers the 5% is allocated for the WPPF. So those 5% is distributing according to their participation and rank of the employee.

**LFA:** Leave fare allowance is providing to the employee. It is provided according to their basic salary. Sometimes it's worth two basic or sometimes it's one basic. Mainly it depends on based on needs.

**Gratuity:** If any employee wants to claim gratuity. Then their employment time should be more than 5 years. So, this way they Calculate gratuity. Service year\*Last basic= Gratuity.

**PF:** While establishing PF fund Incepta follow the conventional method of Provident fund. Some portion of the salary has provided by employee and also same amount provided by the company. After Retirement Company provide the handful amount of money to the employee.

**Non-Financial Benefit:**

Every employee of Incepta Pharmaceuticals Ltd gets the transportation facilities in almost free of charges. They have to pay just a token money; it's about 300 to 500 TK per month. These benefits start from the Assistant Officer level. In addition to, Managers get the private car facilities with full time driver and also fuel.

Employees who do not take that facilities company provide them every day travel allowance. Employee who wants to use their own motorcycle they also get the motorcycle benefit and if someone wants to buy they also can get motorcycle loan benefit.

Every employee of Incepta Pharmaceuticals Ltd. is getting the lunch and breakfast facilities. It is almost free of charges. Employees have to pay just the token money, it's about 400 to 500 TK. Breakfast is providing at 10 am and lunch is providing from 1 pm.

If any employee get serious sick and injure Incepta provide them medical reimbursement. Some of the listed hospital they provide 100% free treatment for IPL of employee.

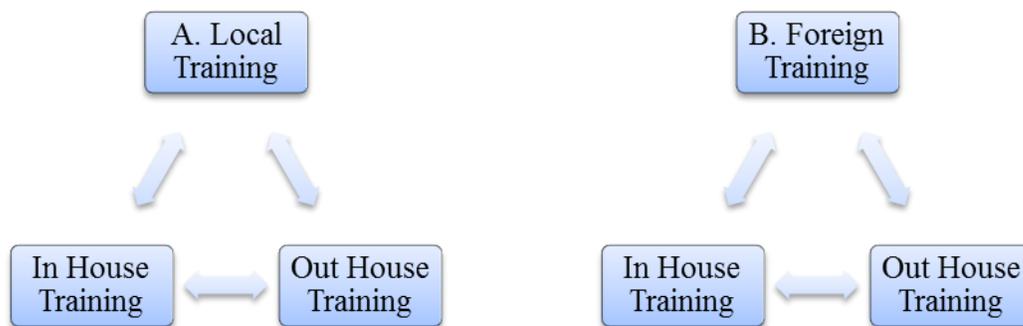
IPL also provide Gymnasium facilities with indoor games equipment. Female employee can access those facilities during lunch time and male employee can access those facilities after 5:30 PM.

Employee also gets the group insurance facilities. Incepta Pharmaceuticals Ltd. also Provide life insurance facilities every individual of IPL.

## Training and development of Incepta pharmaceuticals ltd:

IPL do not provide training needs assessment to ascertain the gaps between what an employee's know and what an employee's needs to know through training. Instead of this the supervisor of every employee decides whether the specific employee needs training or not. If any employee needs training then he directly informs the head of the department and then he inform the human resource department to take necessary steps for giving training of that employees. IPL provide two types of training

- A. Local training
- B. Foreign training



**A. Local Training:** Local training means train the trainee within the home country. It includes in house training and out house training.

**I. In house training:** In house training means training within the organization. In house training is designed to create awareness among the employee about production process, packaging, discipline, punctuality, safety, health, environment, housekeeping, handing of a machineries etc. it's similar to on the job training Some of the in house training are given below:

- 1. Induction Training:** New employee needs to know the organization rules regulation, purpose, environment and needs to introduce with the peer that's called the induction training.
- 2. Apprenticeship training:** organization recruits a temporary employee under the supervision of an experienced employee that is called the apprenticeship training.

3. **Job rotation:** In this type of training employer transfer the employee in various departments with a variety of task to make them experienced.
4. **Lecture:** This type of method is frequently used in IPL. Incepta has dedicated training room for lecture training. Numbers of trainee can get the training simultaneously. Expert give lecture on different types of topic. Lecture session mainly divide into two parts.
  - a) **Straight Lecture:** one way presentation of information. Lecturer give lecture and trainee take the notes. Trainees are not allowed to participate in the lecture session.
  - b) **Discussion:** After the straight lecture there is open discussion for trainee. In this session trainee can participate in the discussion that is present in the straight lecture session. They can ask each other about the previous session. So, mainly there is two way flow of communication.
5. **Case study and presentation:** This is another method that IPL instructor frequently uses. Trainer give a hypothetical or real life problem situation and trainee needs to solve individually or sometimes in a group. Then based on the case solving they need to give the presentation.

**II. Out house training:** Out house training means train the trainee outside the organization. Out house training that IPL provide is given below:

1. **Professional course:** IPL provide different types of professional course to develop employee productivity. IPL has contract with different educational institution inside the country as well as outside the country. For example, Employee of IPL can do the professional course in Institution like IBA, BMDC, and BIBM etc.
- B. Foreign training:** IPL also provide foreign training. Foreign training is also two types; one is in house training another one is outhouse training. In house training is foreign trainers come from the outside and give the training to the local trainee that is called in house training. Outhouse training is organization select some employee and sends them abroad for taking training. For example, Last year IPL decided that their managerial level employee English proficiency level must be improved so they send their Managerial level employee to the Harvard University for improve their English proficiency level.

After the completion of training trainee can give the feedback about the whole training process as well as about the trainer. They use five scales Likert scale. The sample of feedback form is given on appendix section.

### **Attendance Management of IPL:**

A dedicated team of IPL is responsible for maintain the attendance system at IPL. They keep eye on every employees of IPL on their daily in and out time through dedicated attendance management software. IPL installed machine every door of its head office both inside and outside. Employee need to punch their id card to in or out in the organization. Every employee needs to punch their ID card while arriving at the office. Because based on that; the attendance management team inform the kitchen for how many people they will prepare breakfast as well as lunch. For breakfast they do not provide any token. For lunch employee have to go the canteen and punch their card for a token. A dedicated machine installed outside the canteen for a token. Employee has to collect that and submit it to the canteen for lunch. Employee has to punch their id card as well while leaving the office.

If any employees forget to punch their id card while arriving at the office they need to inform the attendance management person for concern department. Then it will manually update. There is also a formal procedure. If employees forget to punch their id card they need to fill up a form and need to take a signature from concern department head then submit it to attendance management team.

Records of every employees of IPL are stored in Attendance Management System, which are sent to the HR department managers every day. One copy of this is given to the Managing Director and another copy to the Vice-Chairman. If an employee takes a leave, this can adjust the system. As a result, their absence will not be counted for that leaving date. As the daily information about attendance management system is sent to the managers by 10 AM., employees who are arriving after 10 AM might not get the lunch token. So for a situation like this, the employee has to inform the Human Resource department and they manually input the lunch token or they can give a proxy lunch token directly.

## Performance Appraisal of IPL:

IPL conducts a time basis performance appraisal for the entire department except sales department. Sales department performance appraisal based on both task and time basis. The appraisal is based on a rating scale which is out of 6. There are total six criteria in performance appraisal and one criterion is bonus for employee which works as a boost in terms of rating. These criteria are effective for the entire department. The criteria are:

- 1) **Job achievement and quality of job:** For the sales department how much sales they make that will be counted. For the other department the quality of job will be seen that means how accurately employee do their job
- 2) **Leadership and man management:** The next criterion for performance appraisal is leadership which is how accurately you lead your team and setting the right people for the right place.
- 3) **Time Management:** One of the most important criteria of performance appraisal. Employee need to finish their task with in the given time. IPL also see the arriving and leaving time of every individual of incepta.
- 4) **Effectiveness of planning:** How effective is your planning. An effective plan can trap the better future for the organization. Effective planning makes the organization successful.
- 5) **Communication of skill:** How good is your communication skill? Do you successfully communicate with your boss, peer, subordinate, and customer?
- 6) **Pro-activeness:** Pro activeness is beginning with the end in mind. It means that employee do their task before the actual time. They should not wait for the supervisor's command.
- 7) **Honesty and Integrity:** How honest and integrate you are that will effect in performance appraisal.

The last one works as a bonus. Every criterion allocated is 10 marks and then it will multiply with weightage that are set by the area manager according to the position. The sample of performance appraisal is given below:

SL	personal Development Competencies	Rating ®	Weightage(W)	Value (R*W)
1	Job achievement and quality of job	8	0.3	2.4
2	Leadership and man management	9	0.1	0.9
3	Time Management	10	0.1	1
4	Effectiveness of planning	7	0.1	0.7
5	Communication of skill	6	0.05	0.3
6	Pro-activeness	7	0.1	0.7
7	Honesty and Integrity	10	0.05	0.5
	Total	57	0.8	6.5

If employees get 6 out of 6, they will get 6 increments. Due to the confidential information about the appraisal process, the increment procedure needs to further clarification. In IPL only the supervisor and subordinate are rate for the particular employee. Those rating are process by the area manager.

Every employee of IPL is graded according to their positions in the company. The higher level employee has different grade that will lead the better increment. The table on the below shows the grading system from the managing director to the Assistant Officer position. An employee can reach up to H02, which is Executive Director, through promotion. Lastly, it depends on higher management to decide who gets promotion and who gets how much increment according to the appraisal. It also depends on the budget allocation of every department. There are two lists given below one is supervisory grade another one is non-supervisory grade:

**Grade Description of Incepta Pharmaceuticals Ltd:**

**Supervisory Grade:**

<b>Incepta Grade</b>	<b>Grade Base Description</b>
<b>H00</b>	Managing Director
<b>H01</b>	Director/Deputy Managing Director/COO/CEO
<b>H02</b>	Executive Director
<b>H03</b>	Senior General Manager
<b>H04-1</b>	General Manager-1
<b>H04-2</b>	General Manager-2
<b>M01</b>	Deputy General Manager
<b>M02</b>	Senior Manager
<b>M03</b>	Manager
<b>M04</b>	Deputy Manager
<b>M05</b>	Assistant Manager
<b>L01</b>	Senior Executive Officer / Senior Brand Manager
<b>L02</b>	Executive Officer / Brand Manager
<b>L03</b>	Senior Officer / Senior Brand Executive
<b>L04</b>	Officer / Brand Executive
<b>L05</b>	Assistant Officer

**Non-Supervisory Grade:**

<b>Incepta Grade</b>	<b>Grade Base Description</b>
<b>N01</b>	Junior Officer
<b>N02</b>	Senior Supervisor

<b>N03</b>	Supervisor
<b>N04</b>	Assistant Supervisor
<b>N05</b>	Coordinator
<b>N06</b>	Senior Assistant Coordinator
<b>N07</b>	Assistant Coordinator
<b>N08</b>	Distribution Assistant/Store Assistant/Senior Operator
<b>N09</b>	Office Assistant/Operator
<b>N10</b>	Assistant Operator
<b>N11</b>	Junior Operator
<b>N12</b>	Trainee
<b>V1</b>	Senior Vehicle Driver
<b>V2</b>	Vehicle Driver
<b>V3</b>	Senior Assistant Vehicle Driver
<b>V4</b>	Assistant Vehicle Driver
<b>V5</b>	Junior Assistant Vehicle Driver

### **Probationary period assessment**

Then another performance appraisal is probationary period assessment. Though it might be not direct link with the performance appraisal; this is one kind of performance appraisal that organization need to decide whether the particular employee need to further probation or the company should appoint them as a regular employee. Probation period of IPL is at least 6 month. The probation period assessment form and criteria is given below:

**Probationary period assessment form**

SL	Area	Employee				
1	Job Knowledge	1	2	3	4	5
2	Quality of work	1	2	3	4	5
3	Willingness to learn	1	2	3	4	5
4	Initiative and creativity	1	2	3	4	5
5	Following procedures	1	2	3	4	5
6	Team work	1	2	3	4	5
7	Communication	1	2	3	4	5
8	Working under pressure	1	2	3	4	5
9	Attitude towards work	1	2	3	4	5
10	Sense of discipline	1	2	3	4	5
11	Computer knowledge	1	2	3	4	5
	Total score					

**Rating Scale**

1. **POOR:** Marked serious weakness in most situation during probation period
2. **MARGINAL:** Marked some weakness in few incidents. Further development is required to reach an acceptable standard. Low performer.
3. **ACCEPTABLE:** Acceptable in most cases if not all cases. Weaknesses are not critical. Some strength is evident.
4. **GOOD:** Marked some clear strength in many cases that are over and above what is acceptable. No significant weakness is apparent.
5. **EXCELLENT:** Marked superior performance in all cases. High performer.

**Marks Distribution**

- 1 to 28- Poor  
 29 to 34- Marginal  
 35 to 40- Acceptable  
 41 to 48- Good  
 49 to 55 -Excellent

## SWOT Analysis

### **Strength:**

- Wide distribution network;
- The sales force of the company is very dedicated, energetic;
- The product promotion effort of the company is very good;
- Well-equipped laboratory;
- Quality of product is very high;
- Built up reputation;
- Pro-active management;

### **Weakness:**

- Rules and regulation is very weak in terms of applying;
- IPL entirely depends on imported raw materials;
- Dedicated training department is lacking now;

### **Opportunity:**

- Cheap labor cost compare to world pharmaceutical market;
- Established huge loyalty among the customer;
- Government recently gave some opportunity to pharmaceutical industry to install advance manufacturing base in their production premises. This will helps the company to become self-efficient and making international standard drug;

### **Threat:**

- A big multinational company may come and might take the huge market share due to economics of scale, advance technology;
- Rising cost of wages;
- Competition is increasing day by day;

### **Key Findings:**

- Second Largest Pharmaceuticals company of the country;
- Do not prepare any annual report;
- Human resource division is very alert for selecting right employee for the right position;
- Focus more on experience in terms of higher level recruitment;
- Working condition is very good in IPL;
- Use point method in terms of performance appraisal;
- Do not provide Training Need Assistance
- Use ID card for attendance management
- Use SAP (System Application and Product) software for payroll;
- Old method of filing system;
- For getting Eid bonus; employee have to work at least six month;
- Salary is relatively low in human resource department;
- Promotion is slow in human resource department;
- Work load is flexible in IPL;
- Working hour is relatively long;
- Sales and distribution department employee have to submit their original certificate while working with IPL;
- The condition of storeroom is not good where all the file and important document are keeping;

### **Analysis the problem**

The First problem is their performance appraisal system. They use the rating scale and evaluate the employee to their supervisor and subordinate. There is a high chance of biasness. Two things can be happened. One is clone error which is appraiser might give the higher rating if he like the employee personally. Another one is central tendency error which is appraiser might give the rating not good not bad. For example out of 10; appraisers might give the all employee 5 or 6.

Second problem is their Eid bonus system. They do not give the Eid bonuses until that employee is more than six month old within the organization. If the employee is 5 month 29 days old they also do not get the bonuses. For that reason Employee get frustrated and dissatisfaction everywhere.

Third problem is IPL do not provide training need assessment. For that reason organization never come to know that about employee what he knows and what he needs to know.

Fourth problem is their attendance management system. They use ID card for their attendance management. Their might be chances of fraud. One employee can help to punch another employee's ID card for attendance. So, if any employee comes late in the organization there late come will not be counted, because other employee already gives his proxy by punching his ID card.

Fifth problem is their SAP software, In Human resource department only one person can use the SAP software at a time; more than one person cannot run that software simultaneously. If any employee needs to work in SAP another person who already working in that software needs to log out from the software. Another thing is software do not show that who is using the program as a result employee need to loudly ask who is run the program and need to request him log out.

### **Recommendation:**

- They should use 360 degree method in performance appraisal. Supervisor, subordinate, peer, customer and self-will appraise the performance. So that they can know the gap between what the employees knows and what he needs to knows.
- They should give the Eid bonuses from the first month of working period. Employee who will work from the one month before the Eid; IPL should provide them bonus.
- They should provide training need assessment; So that they can know the gap between what the employees knows and what he need to knows.
- They should use fingerprint on their attendance management system. So that employee cannot fraud on it.
- Employee who needs to work with SAP software; everyone should have access simultaneously so that they can work smoothly without any kind of interference.
- IPL should be strict about employee's daily entry and leaving time. While working with IPL some of the employee is not serious about their entry and leaving time. Some come 8 am and some of them come 11 am even more lately.
- They must prepare their annual report to disclose their current position.
- IPL should increase their salary both for HR and Accounts department. While working with IPL those working with these two departments their salary is relatively very lower from the other department. For that reason they are very dissatisfied.
- They should keep employees original certificate in a safer place. For example: A place like bank locker;
- The store room condition must be improved. Dust are everywhere in the storeroom. While working in the storeroom I got serious sick due to the dust and too much hot.
- In terms of filing system they should keep the online back up their all necessary file; because anytime an unavoidable thing may happen.

- Lunch token should provide from the concern department; Sometimes lunch token machine is not working properly as a result employee lost their valuable time and also it is time consuming to collect the lunch token.

### **Conclusion**

From the aforementioned subject matter and my point of origin to work in Incepta Pharmaceuticals limited. I must say that I really enjoyed my internship period at IPL. I am sure that these 90 days of internship program at IPL will help me to realize my further career without doubt.

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**Appendix**

**1. CANDIDATE ASSESSMENT FORM**

Name of the candidate:	Interview Date:
Position considered for:	Grade:      Availability:

<b>Candidate Profile</b>	
Level of Education:	
Last Job Status:	
Total Work Experience	
Marital Status:	Number of dependence:
Family Description:	

Competencies	Poor	Moderate	Satisfactory	Good
<b>Job Knowledge</b> (to what extent the candidates knows about job, experience acquired)				
<b>Academic Track</b> ( Academic Result)				
<b>Professional Aptitude</b> (Demonstrated attitude that reflects the candidate is keen to learn)				
<b>Problem Solving</b> (Considers alternatives, prioritizes, takes consideration of available resources etc.)				
<b>Creative Thinking</b> (Demonstrated examples by prospering creative or innovative ideas for result)				
<b>Communication Skill</b> (Determining communication ability with others)				
Manners & Etiquette				

Maintains general courtesy while interacting with others, grooming etc.)				
--	--	--	--	--

<b>Comment/Recommendation:</b>  <b>Overall Rating:</b> <input type="radio"/> <b>Good</b> <input type="radio"/> <b>Satisfactory</b> <input type="radio"/> <b>Moderate</b> <input type="radio"/> <b>Poor</b>  <hr/> Name and signature of interviewer	Position	
	Grade	
	Salary	
	Probation	
	Recommended by board/HRD	
	Approved by	

Based on these assessment form HR manager decide whether they will recruit them directly or employee needs to a probation period. In this stage HR manager decide his salary and whether employee needs probation or should directly recruit.

**2. TRAINING FEEDBACK FORM:**

**Training on**

.....

**Feedback Form**

Please indicate your impressions of the items listed below.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. The training met my expectations.	<input type="radio"/>				
2. I will be able to apply the knowledge learned.	<input type="radio"/>				
3. The content was organized and easy to follow.	<input type="radio"/>				
4. The trainer was knowledgeable.	<input type="radio"/>				
5. The quality of instruction was good.	<input type="radio"/>				
6. The trainer met the training objectives.	<input type="radio"/>				
7. Class participation and interaction were encouraged.	<input type="radio"/>				
8. Adequate time was provided for questions and discussion.	<input type="radio"/>				

9. How do you rate the training overall?

Excellent	Good	Average	Poor	Very Poor
<input type="radio"/>				

10. What aspects of the training could be improved?

11. Other comments or any dissatisfaction during training?