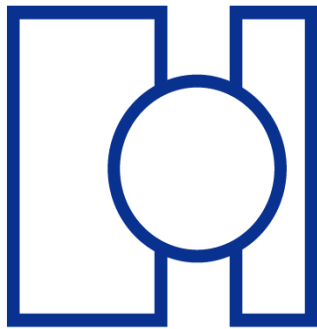


INTERNSHIP REPORT

ON

“PERFORMANCE APPRAISAL OF HEALTHCARE PHARMACEUTICALS LIMITED”



Healthcare



Healthcare Diagnostic Solutions Ltd.
(A Concern of Healthcare Pharmaceuticals Ltd.)



Submitted To

Mr. Feihan Ahsan

Lecturer

BRAC Business School

BRAC University

Submitted By

Tanzibul Islam Ridoy

Id: 14104042

BRAC Business School

BRAC University

Course Code: BUS400

Date of Submission: 8th May, 2019

10th January, 2019

Feihan Ahsan

Lecturer

BRAC Business School

BRAC University

66 Mohakhali Dhaka

Subject: Submission of the internship on ‘Performance Appraisal Of Healthcare Pharmaceuticals Ltd’

Dear Sir,

This is a matter of great pleasure that I have been given with the opportunity of submitting the internship report on the ‘performance appraisal of Healthcare Pharmaceuticals Ltd’ This was assigned by you as a very important part of the internship program. During the report preparation period I did gain knowledge about the organization completely and could relate theories while working.

I tried hard to make this report in to a unique, authentic and credible one. In this report I did try to portray the broad Performance Appraisal of HPL&HDSL. I did this with sincerity but there were some limitations too yet I firmly believe that things I could identify will be well enough for completing the report and course.

Therefore, I would like to place this report to you for your valuable judgement and kind guidelines.

Thank you.

Sincerely yours;

.....
Tanzibul Islam Ridoy

ID: 14104042

BRACBusinessSchool

BRACUniversity

LETTER OF ENDORSEMENT

The internship report entitled with **‘Performance Appraisal of Healthcare Pharmaceuticals Ltd.’** Is submitted to BRAC Business School for the partial fulfillment of the degree as per the requirement for the degree of

Bachelor Of Business Administration with a major in Human Resource Management and a minor in Marketing from BRAC University on December 25th,2018 Tanzibul Islam Ridoy ID-14104042.The report is accepted and may will be presented to the internship defense committee for the evaluation.

(Whatever suggestions or opinions made in the report are entirely on the author of the report. The University does not reject any of these from the report).

.....
Feihan Ahsan

Internship Supervisor

Lecturer of BRAC Business School

BRAC University

ACKNOWLEDGEMENT

At the very beginning, I would like to convey my deepest gratitude to Almighty Allah. Without His support it wouldn't be possible for me to get the job done on time.

First name that comes across my mind is my supervisor Mr Feihan Ahsan, Lecturer BRAC Business School. I deeply show my gratitude to him for his precious time and valuable guidelines that helped me a lot in completing this internship report. His proper guidance and proper care made this report in to a good one and made it within the allocated time frame.

This internship opportunity with Healthcare Pharmaceuticals Ltd indeed an incredible opportunity to learn and advancement. Accordingly, Me being a fortunate one to be provided with a chance of being a part of it. I truly with huge pleasure acknowledge the help and support I got from some very humble hearted people who have helped and supported me to accomplish this task.

I would like to take the opportunity of thanking the Diagnostic Associate Mr. Pasar Kumar Bhowmik, who despite of being so busy with his responsibilities, invested precious time to hear, guide and kept me on the right way and enabling me to do my project in their office.

I provide my heart full thanks, to Md Sadikuzzaman Business Coordinator Healthcare Diagnostic Solutions Ltd for participating in valuable decision and providing important advises. I would like to take a moment to appreciate his contribution.

It is my sincere regards and gratitude to Mrs. Rubaiya Islam a (HR Executive Healthcare Pharmaceuticals Ltd) for giving her valuable time and guidelines which helped me a lot in my work.

EXECUTIVE SUMMARY

Healthcare did start its operation in 1988 named it Healthcare Distribution limited in association with Roche (Bangladesh).Till 2001 it worked as a local supplier of Roche and distribute the product.

Later in 1996 Healthcare started its own business by creating a plant named Healthcare pharmaceuticals Ltd. They started producing the product that are imported from Roche with foreign and local generics.

The latest edition of their concern is Healthcare Diagnostic Solutions Ltd which is formed back in 2013. Healthcare Diagnostic Solutions Ltd. is one of the fastest growing medical devices and diagnostic equipment marketing companies in Bangladesh. Being the joint venture with Alere Inc, which is named Abbott now. HDSL promotes the most innovative and reliable POC devices and lab equipment, reagents in Bangladesh moreover performs as local supplier and a dominating one in the market. In addition it is the one which has already earned a deep seeded reputations in Bangladesh as well as in many countries of the world through its excellence in quality and compliances with convenient way of using along with user ease with adds value to their consumers with their multiple extensions of product line.

HPL now produces more than 200 products on their own which includes capsule, tablet ,liquid syrup, Cream ointment ,Gels ,Small volume parental, Eye drops covering almost all kind of products in the therapic line and there are lot more to come they are already on process to be launched in the market.

The objective of the report is to find out how the appraisal is practiced in an organization like HPL and till what extent it does match with my academics. The appraisal is always done by the HRD of HPL.

Actually this reports are prepared based on primary and secondary data. The primary data were collected by me from employees of the organization, interviewing people and so on. The secondary data were collected from different journals, books, publications and with the assistance of friends and seniors they did play a vital role. The main focus was on the process of conducting the appraisal in a organization like Healthcare Pharmaceuticals Ltd and give some suggestions in findings which might benefit the organization in future.

Table of Contents

LETTER OF ENDORSEMENT	i
ACKNOWLEDGEMENT	Error! Bookmark not defined.
EXECUTIVE SUMMARY	iii
Chapter 1 :INTRODUCTION	1
1.1.Origin of the report.....	1
1.2.Objective of the study.....	1
1.3.Scope of the study.....	2
1.4.Methodology of the report	2
1.5.Limitation.....	2
1.6.Broad and Specific objective	3
Chapter 2:LITERATURE REVIEW	4
Chapter 3: ORGANIZATIONAL OVERVIEW	5
3.1 Overview of Pharmaceutical Industry in Bangladesh	5
3.2 HPL Overview	6
3.3. History of HPL	7
3.4. Global Operation.....	Error! Bookmark not defined.
3.5. Healthcare Pharmaceuticals Ltd:.....	9
3.6. Vision, Mission & Values	10
3.7. Board of Directors	10
3.8. Products of HPL.....	11
3.9. Pharmaceuticals:.....	11
3.10. Consumer Healthcare:	12
3.11. Functional Department of HPL.....	12
3.12. SWOT Analysis	13

CHAPTER 4: INTERNSHIP AT HEALTHCARE PHARMACEUTICALS LTD.	14
4.1. First Month Learning.....	14
4.2. Second and Last Month Learning.....	15
Chapter 5: PERFORMANCE APPRAISAL	Error! Bookmark not defined.
5.1. Performance Appraisal.....	Error! Bookmark not defined.
5.2. Objective of HPL’s Performance Appraisal.....	16
5.3. Performance Appraisal Technique	16
5.4. Performance appraisal tools and techniques.....	16
5.5. Performance Appraisal System at HPL	17
5.5.1. Performance Development Plan (PDP)	17
5.6. Evaluation Period	19
5.7. Performance ratings & guides for managers.....	19
5.8. Uses of Performance Appraisal System at HPL	21
Chapter 6: Findings	21
6.1. Findings.....	21
Chapter 7: RECOMENDATIONS	22
7.1 Recommendations	22
CHAPTER 8: CONCLUSION	24
8.1. Conclusion.....	24
ABBREVIATIONS	25
REFERENCES	26
FIGURES	
Figure 1: Market Share of Pharmaceutical Industry in Bangladesh.....	6
Figure 2: Products of HPL	11
Figure 3: Company Organogram.....	8-9
TABLES	
Table 1: History of HPL	7
Table 2: Performance Ratings & Guidelines for Managers.....	19-20

CHAPTER 1:INTRODUCTION

1.1 Origin of the report

This report is prepared in order to partially fulfill the Course BUS400: Internship. This report is created for completing the BBA program. The report is prepared on the topic ‘Performance Appraisal of Healthcare Pharmaceuticals Ltd. This Report was supervised by Mr. Feihan Ahsan, Lecturer, BRAC Business School. I am really grateful to him for assigning me with this Project.

1.2. Objectives of the study

The Objectives are given:

- To provide a critical study about the Performance appraisal of Healthcare Pharmaceuticals Ltd & Healthcare Diagnostic solutions Ltd.

Other secondary objectives are-

- To focus on performance appraisal practice in Healthcare Pharmaceuticals Ltd
- To get well known about the corporate world.
- To implement theoretical knowledge while working practically.
- To fulfill academic requirement.

1.3. Scope of the study

The main scope of the study was to gain a better reality check. This report provided me with the opportunity to know about the 'Performance appraisal system of Healthcare Pharmaceuticals Ltd' besides I could observe what's happening how the tools of appraisal are being used in the organization. By studying the appraisal process of HPL&HDSL the depth of my knowledge increased with the practical uses.

1.4. Methodology of the report

We had to collect the information from different sources in order to find out the objectives of this study.

Primary data collection:

- By interacting with the peers and interviewing different HR people as per requirement.
- By observing the activities of HRD in the organization

Secondary data collection:

- From the annual report of Healthcare Pharmaceuticals Ltd.
- The employee handbook of Healthcare Pharmaceuticals Ltd & Internet sources.

1.5. Limitation

- Corporate executives usually remain very busy due to which it becomes a bit challenging to manage time from them.
- Since an intern is not a permanent employee so there are some access barriers as in confidentiality matters.
- The time we are allocated with is not well enough for a fruitful research.
- During practical implementation things changes so there creates a difference in between.

1.6. Broad and Specific Objective

Broad Objective

- To Know about the present appraisal system of Healthcare Pharmaceuticals Ltd
- To do a SWOT analysis of their working frame.

Specific Objective

- Just to examine the Performance Appraisal process of Healthcare Pharmaceuticals Ltd
- To identify whether there is any lacking's in the appraisal process
- If there is any shortcomings in the process then provide with necessary recommendations for HPL&HDSL.

CHAPTER 2: LITERATURE REVIEW

Performance Appraisal (PA) normally includes — assessing execution in light of the decisions and feelings of subordinates, peers, managers, diverse chiefs and even pros themselves (Jackson and Schuler, 2003). There are the a few techniques which are utilized to measure/check and dealt with workers' execution likewise, for instance, free paper, examination dependent on rating and positioning, and the 360-degree criticism. These strategies are basically quantifiable and not very time squandering, except for the 360-degree methodology. The 360-degree technique is utilized less for assessing worker (Kateřina, Andrea, and Gabriela, 2003).

Specialists have seen that activity fulfillment is straightforwardly related with laborer turnover, degrees of consistency, non-appearance and in a roundabout way to work execution and proficiency. (Shore, Newton et al, 1990). The association between employment fulfillment and occupation execution has been the issues of various investigations. Generally, an evaluation, execution overview or a professional success discourse is a system by which the activity execution of a worker is surveyed the extent that quality/sum/cost/time (Prasad, 2015).

Execution Evaluation oversees such issues as representatives surveying comfort, accuracy, target setting techniques and analysis frameworks. (Dobbins, Sweet and Plat-Vieno, 1990). Tending to the issue of using an Exhibition Examination, Longenekar, Sims and Gioia abridges as —the guideline concern is the what is the most ideal approach to use the assessment method to rouse and remunerate workers (1987, p 191). As a method, execution examination is seen as a key supporter of prosperous human asset the board, as it is immovably related with progressive execution (Erdogan, 2002).

The association among execution evaluation and fulfillment and work execution was both Encouraged and directed by representatives' inherent work inspiration. The connection among performance appraisal and satisfaction and work performance was both Facilitated and moderated by employees' intrinsic work motivation.

3.1. Overview of Pharmaceutical Industry in Bangladesh

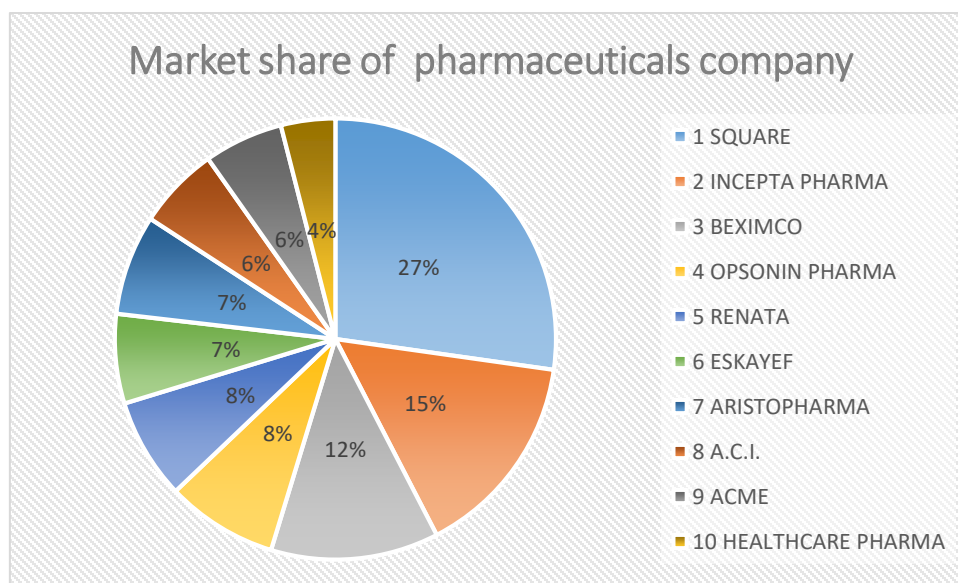
In Bangladesh, Pharmaceutical industry is a prosperous division which is contributing in the country's economy. After the instructions of Medication Control Statute - 1982, the improvement of this zone was stimulated. The master knowledge, theories and innovative ideas of the drug specialists working in this section are the key parts for this progression. There are around 231 associations here and the evaluated all out market estimate is about Taka 76,500 million every time of which around 94% of the whole stipulation of medications is made by the nearby associations and the rest 6% is outside made. The outside meds generally incorporates the malignancy drugs, antibodies for viral ailments, hormones and so forth.

Locally, Bangladeshi pharmaceutical organizations vanquishes 82% of the market; secretly based MNCs speak to 13%, and the last 5% is outside made. Albeit 235 pharmaceutical associations are enrolled in Bangladesh, just around 80 are right now making medications. The primary 30 to 40 associations control about the entire market; the main 10 hold 70% of neighborhood piece of the pie; and the best two, BEXIMCO and SQUARE, catch over 30% of the market.

As per the Bangladesh Relationship of Pharmaceutical Businesses (BAPI), there has been an upward pattern in the local market for pharmaceutical items in the course of recent years, and market measure currently remains at around Tk200 billion.

Contingent upon the yearly execution during that time 2018, top 10 pharmaceutical organizations of Bangladesh are given below:

- I. Square Pharmaceuticals Ltd
- II. Incepta Pharmaceuticals Ltd
- III. Beximco Pharmaceuticals
- IV. Reneta Limited
- V. Oponin Pharma Limited
- VI. Eskayef
- VII. ACI Limited
- VIII. Aristropharma Limited
- IX. ACME
- X. Healthcare Pharma



3.2. HPL Overview

Social insurance Pharmaceuticals restricted (HPL) is a standout amongst the best sorts of organization in the pharmaceutical business in Bangladesh fabricating marked nonexclusive items for nearby and abroad market in Asia, Africa and CIS locale. HPL receiving the latest innovation to plan and to deliver conventional definition guaranteeing ideal quality contrasted with the worldwide brands. HPL is presently creating in excess of two hundred items for its very own with different sorts of measurements frames which incorporate Tablets, Containers, Fluids, Dry syrups, Cream and Salves, Gels, Little Volume Parenteral, Eye Drops covering practically all remedial classes where a great deal of items are in the starting pipeline. HPL wishes to dispatch Prefilled Syringes, Lyophilized Vials and Meter Portion Inhalers (MDI) arrangements to its item portfolio constantly quarter of this current year. Human services Pharmaceuticals restricted is locked in with key advertising process which includes building client connections by making and conveying better client esteem pointing than produce high client value. HPL effectively and productively mixing gifted individuals, assets, authoritative structure and choices for executing procedures at all dimensions. Medicinal services Pharmaceuticals Ltd. (HPL) is currently the sixth Bangladeshi organization to get GMP endorsement from a PIC/s part nation. HPL is the main Bangladeshi organization to make this progress by utilizing the in-house nearby aptitude without employing any outside specialized master/advisor or lobbyist. HPL is likewise the main organization of Bangladesh to accomplish this lofty PIC/s standard GMP endorsement on the present offices without setting up any new offices. We have fit the bill for this accomplishment with our current Oral Strong Measurements Office, from where our 86% of the neighborhood advertise deals and 95% of our fare showcase deals come.

3.3. History of HPL

Year	History
1988	Healthcare started its operation in 1988 through establishing a company named Healthcare Distribution Limited in association with Roche (Bangladesh) Limited.
1996	Later in 1996 Human services chose to set up its own pharmaceutical plant named Healthcare Pharmaceuticals Limited (HPL) to deliver the items those are imported from Roche, Switzerland and other neighborhood generics for indigenous market.
2001	Till 2001 Healthcare was responsible for importing and distributing Roche products to the local market.
2005	In the year 2005 we consented to arrangement with Novartis (Sandoz) Bangladesh Constrained to deliver their items in our plant under toll fabricating understanding. Around the same time, we effectively confronted worldwide quality review from Roche, Switzerland and began sending out our items in certain Asian nations, for example, Myanmar, Vietnam, Sri Lanka, and Hong Kong, Bhutan. We have additionally settled relationship with various African, ASEAN and CIS nations.
2013	The latest edition of their concern is Healthcare Diagnostic Solutions Ltd. is one of the fastest growing medical devices and diagnostic equipment marketing companies in Bangladesh. Being the joint venture with Alere Inc, which is named Abbott now. HDL promotes the most innovative and reliable POC devices and lab equipment, reagents in Bangladesh moreover performs as local supplier and a dominating one in the market.

3.4. Global Operation

HPL has confidence in making an interpretation of nearby undertaking to worldwide accomplishments. Permit concurrence with F. Hoffmann - La Roche Restricted, Basel, Switzerland, was the initial step to our worldwide coordinated effort. In the year 2005 we consented to arrangement with Novartis (Sandoz) Bangladesh Restricted to create their items in our plant under toll fabricating understanding. Around the same time we effectively confronted worldwide quality review from Roche, Switzerland and began sending out our items in certain Asian nations, for example, Myanmar, Vietnam, Sri Lanka, Hong Kong, Bhutan. We have likewise settled relationship with various African, ASEAN and CIS nations. We are in advancement for the GMP endorsement from UKMHRA, TGA, GCC etc. HPL is ceaselessly investigating its mastery to the universal field to benefit each chance of worldwide organization

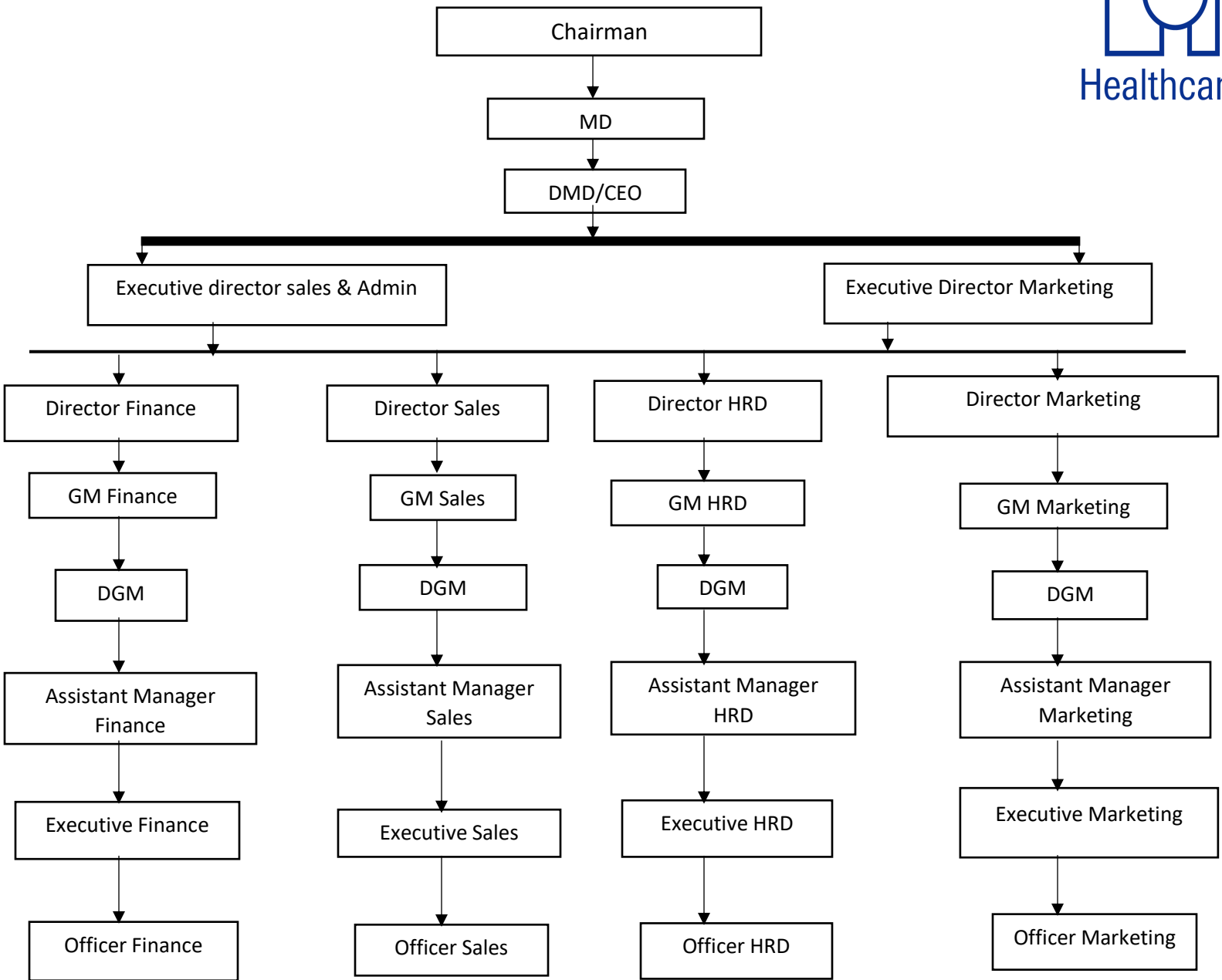


Fig: Organizational Hierarchy HPL

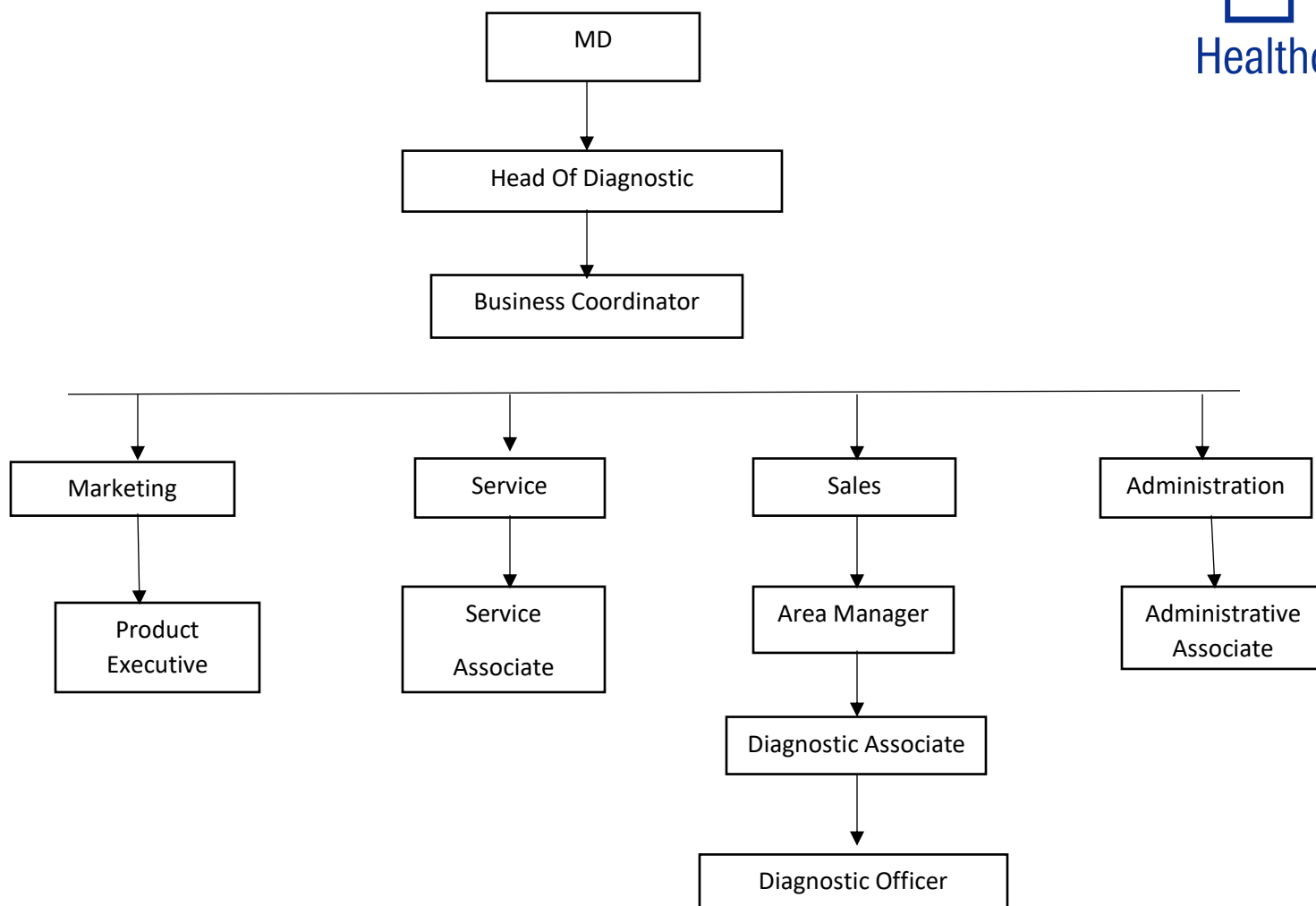
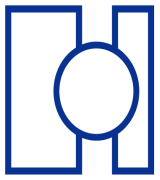


Fig: Organogram HDSL

3.5. Healthcare Pharmaceuticals Ltd:

Healthcare began its activity in 1988 through setting up an organization named Healthcare Distribution Limited in association with Roche (Bangladesh) . Until 2001 HDL was in charge of bringing in and conveying Roche items to the neighborhood market. Later on, in 1996



Healthcare decided to build up its own pharmaceutical plant named Healthcare Pharmaceuticals Limited (HPL) to deliver the items those are imported from Roche, Switzerland and other nearby generics for indigenous market

3.6. Vision, Mission & Values

Vision:

To build mindfulness and to rouse representatives for accomplishing practical focused business advantage through receiving "zero mishap" reasoning that all business related mishaps, episode, wounds, and diseases are preventable, perfection in condition execution and waste minimization activities so as to streamline asset use.

Mission:

To protect and improve quiet wellbeing by reliably conveying top notch , sheltered and viable pharmaceutical items and administration that meet or surpass client desire over the globe through current great assembling rehearses, best in class innovation, experienced work power and proficient administration

Values:

Healthcare Pharmaceuticals Limited seeks to apply its values in all its business processes,

- ✓ Safety
- ✓ Quality
- ✓ Accountability
- ✓ Customer focus
- ✓ Responsible decision making
- ✓ Employee satisfaction
- ✓ Innovative work
- ✓ Entrepreneurship
- ✓ Team work
- ✓ Environmental awareness

3.7. Board of Directors

- Mrs. Suraya Bilkis - Chairman
- Mr. Alauddin Ahmed- Managing Director
- Md. Halimuzzaman - Chief Executive Officer
- Mr. Mokarrom Hossain- Director

3.8. Products of HPL

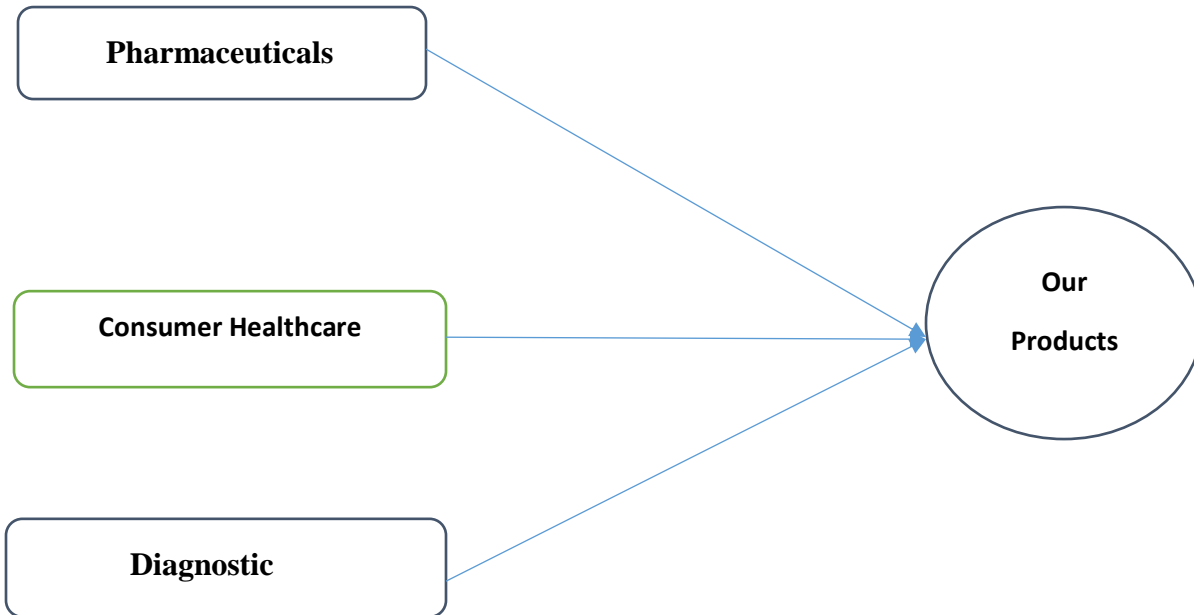


Fig: Products of HPL

3.9. Pharmaceuticals:

HPL Gives the market a wide range of variety of product with different Generic name and quality it offers Mucolytic, Laxative, Cardiovascular, and Vitamin & Mineral and so on.

- ✓ **Medicines:** Company's Organization's pharmaceuticals business finds, creates and makes medicines to treat a wide span of the world's most basic intense and incurable sicknesses.

✓ **Inhaler:**

The Company serves the market with proper metered dose inhaler for the betterment of people and market as well.

3.10. Consumer Healthcare

HPL Consumer Health line has the daily necessary product for more like cream ointment, Gel etc.

Diagnostic:

From 2016 HDSL a concern of Healthcare Pharmaceuticals Ltd has started offering new diagnostic products to the market in order to create ease to use the product and make life a bit easier in medical sector. They offer product in affiliation with Alehere those are SD Bio line dengue IGG/IGM, Glucometer for glucose test, Urine control 25 tests etc.

3.11. Functional Department of HPL

HPL has four major Departments. These are-

Human Resource:

The Human resource wing of HPL looks after both the pharmaceuticals and the consumer healthcare branches. The department not only manages the human resources of Bangladesh but also for the people performing across the globe for HPL. These are the following core tasks performed by the department- recruitment and training, talent acquisition, compensation and benefits, ensuring employee health and safety, performance evaluation appraisal etc.

Marketing:

The marketing department has one of the most challenging task to perform as it has to sell all the products to the target market and maintain the sales target that is given by the HPL

- ✓ Implement different strategies by designing it.
- ✓ Growth of distribution network.

- ✓ Act in order to do promotion.
- ✓ Build connection with people.
- ✓ Look out for all the brands.

Finance:

HPL gives appropriate significance to its account office. In light of Bangladesh Bookkeeping Gauges and the important prerequisites of the timetable to the Securities and Trade Principles, 1987 and of the organizations Demonstration 1994 after the authentic cost transformation, HPL's budget reports are readied. The errands of fund office are - Control the records, plan yearly spending plans, designate a wide range of installments to the staffs and chiefs, deal with all the income and costs, lead interior review, keep records through IT.

Sales:

Well sales is the department that help you generate revenue and it also drives the organization to improve further. Being specific in a pharmaceutical company one has to sell the product to its consumer in order to do the business. This is the department that gets the better treatment in the organization since they are the key of our business.

3.12. SWOT Analysis

Strength

- As a pharmaceutical company the value of HPL is extremely high and the company was able to ensure such standards because of its outstanding performance.
- Renowned for better quality products.
- HPL always abide by the GMP policy i.e. good manufacturing practice policy.
- The workforce has proved its efficiency, perseverance and capability through its performance
- The local and the global demand of HPL products ensures the growth of the business.
- The company has enough financial resources to support the growth of the business.

Weakness

- The factories are not enough utilized properly.
- The marketing policy is a bit low because of some values.
- The sales force/ distribution network is comparatively low

Opportunities

- As a multinational company it has big opportunities to invest at a higher rate and grow more in the national market
- With its financial resources the company has all the capabilities to expand increase its product line
- Because of low labor cost the company can expand its production process in Bangladesh

Threats

- The restrictions set by the government for pharmaceutical companies and the fluctuation in foreign exchange rate
- The local pharmaceutical companies are making aggressive movements which is slowing down the growth rate
- lower prices set by the competitors

CHAPTER 4: INTERNSHIP AT HEALTHCARE PHARMACEUTICALS LTD.

4.1. First Month Learning

I have joined Health Care Pharmaceuticals Ltd on January 11, 2019 as an HR& Marketing intern. In the first month of my internship program I have been assigned different tasks from time to time which has helped me to know the company better, how the system works internally in the HR wing and then helps the different HR employees of this department accordingly. The first week was more of an orientation week and I was explained

elaborately the roles of an HR executive, Business developer and Diagnostic associate. In the second week, I was assigned with the task of market research on Dengue Duo the effectiveness of it and the present condition of it in the market and for doing this I had to visit the places in person to get the proper feedback and get things accordingly.

4.2. Second and Last Month Learning

In the second month of our learning period I have done both HR related work and supported the administration team with logistical work. This month I was assigned with the market research of Diabetes and Glucometer since I was assigned in a concern of HPL AT HDSL which works with different medical equipment in the market works as a local supplier of Abbott. I did learn the quotation system of product how it's being done there I learned about the purchase order and the clearance of product through shipment and so on

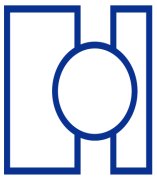
I was able to complete all these tasks successfully and my work was highly valued by my supervisor, Business Developer, HR Executive, Head of diagnostic. All these somewhat has helped to know more about HPL where they keep on taking initiatives to ensure a better work place. These three months' journey was indeed a journey of learning as I was able to witness the practice of the theories in real world and how the system actually works in a big like HPL. It is indeed no less than a challenge to maintain the human resources and keep them all intact under one roof. The whole program has been a great contribution, more of learning and training period before I enter the corporate world.

CHAPTER 5: PERFORMANCE APPRAISAL

5.1. Performance Appraisal

It is a precise assessment of employees act and promise to an association. Organizations use execution examination to give representatives input on their work and to legitimize pay additions and prizes, just as end choices. They can be executed at some random time yet in general be yearly, semi-yearly or quarterly.

Healthcare Pharmaceuticals Limited conducts performance appraisal in organized ways which includes:



- ✓ The supervisors of HPL Bangladesh Ltd measure the remuneration of workers dependent on execution and balance it with their association's targets and objectives.
- ✓ The supervisors assess what parts ought to be set up to improve the execution of the workers. The administrators are at risk to lead the representatives for a predominant act.

5.2. Objective of HPL's Performance Appraisal

For using performance appraisal method within an organization the objectives are:

- ✓ To identify the difference between current performance and expected performance.
- ✓ Maintain a better relationship between supervisor and subordinate.
- ✓ To find out one's lacking's and train for development.
- ✓ Give proper feedback to employees based on performance.
- ✓ Evaluating an employee to determine the remuneration packages & salary increment etc.
- ✓ Evaluate the potentiality of a person for advance development and improvement.

5.3. Performance Appraisal Technique

Healthcare Pharmaceuticals Limited used those tools to make the evaluation more accurate.

- ✓ Management By Objective(MBO)
- ✓ Task Oriented
- ✓ Behavior Oriented

5.4. Performance appraisal tools and techniques

Management by objectives (MBO): In this process there are both sides participates here the managers and employees sits together joint hands and set the objectives so that things can be achieved easily and don't mess things out anyway.

Task Oriented: Well It's something that's being done completely focusing on the work procedure and style of the employee. The fulfillment of task is considered and then they are being judged.

Behavior Oriented: It is judged considering the behavior of an employee the way an employee priority his/her work the dedication towards the work are being considered.

5.5. Performance Appraisal System at HPL

The Human Resource Division does the Performance Appraisal in HPL and shapes things in a better way.

5.5.1. Performance Development Plan (PDP)

The performance development plan helps to set the objective of an organization. It helps in assessing the performance of the employees and also adds the skills required by the employees to cover the things they lack in that are how it works. It helps to set the tools required for the development of employee performance. It helps to improve the quality of HPL as an organization in the society and improve further with its various works and plans. In this procedure they set the target and measure performance accordingly, classifying leadership qualities and behaviors. Performance Development Plan (PDP) is used for the performance review of the directors and managers and practiced by all HPL International affiliates.

Performance appraisal of HPL is conducted half yearly along with Yearly.

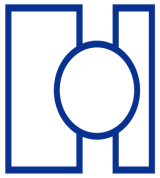
- **Mid Yearly Review-** All supervisors/managers sit together with their associates and set the different term strategies for the development and benefit of the company. It's documented.
- **Yearly Review** – This take place in December there all the directors sit together to analyze the standard of performance for the organization consistently. Additionally, evaluates the performance of the employees and how they achieved the organization's objectives. There employees are rated by managers on the basis of 1-80 points ratings then converted in 100 points.

Guidelines for utilizing and preserving the data of PDP:

- ❖ The data form might be utilized as a part of reviewing the talent procedure just to give review for employees on professional advancement and enable HPL's top management to figure out the future needs talents of the company.
- ❖ It enables the employee to observe and record their development against their annual goals and improvement plan.
- ❖ The yearly survey segment of the form will sustain into HPL's pay procedure as a variable for both reward and pay increments.
- ❖ To ensure the privacy of both the employers and employee during evaluation process, data security guideline is there.

The PDP has 7 sections which are given:

- ✓ **Part A- Performance Plan and Objectives** clearly determines the projected outcomes and furthermore complies of 5 criteria which are Specific, Measurable, Action-Oriented, Realistic and Time-Based. All these are there to guarantee that worker needs to do, by which level of caliber needed to perform the tasks. Likewise, it identifies what to do in order to surpass his or her supervisor's expectations.
 - ✓ **Part B- Leadership Essentials**-is there to discover how job is completed to accomplish HPL's objectives.
- ✓ **Part C - Periodic Review** is done, several times in a year, to evaluate employee goals with their line manager. This allow them to know how they are developing themselves to achieve goals and enable time to modify if essential.
 - ✓ **Part D- Annual Review** occurs in December. Here the line manager initially assesses every goal, observing the outcomes in Part A with B of the PDB Form, while after that analyzing entire performance and record in Part D. Pay decisions depends on the supervisor's entire assessment of an employee's performance.
 - ✓ **Part E- Developmental Plan** in which employees can improve their KSA's to be more effective in their present job, and develop them for future roles. Employees use their qualities to accomplish their present objectives and plans to approach developmental necessities.
- ✓ **Part F - Developmental Periodic Review** occurs few times a year. It is there to audit the improvement on the developmental plan.



Part G- Developmental Yearly Review occurs at the end of the year. Here as well, it is vital to get client contribution to enable them to assess how they are progressing on their improvement. However, this survey does not affect their remuneration

5.6. Evaluation Period

The assessment time of HPL's employees is from 01 January to 31 December. For laborers the assessment time actually takes between July- June. In February the workers set the scale or goal for appraisal framework. The evaluation is done based on a scale like– Excellent (a) High Performer (>95%) (b) Good performer (86%-95%) (c) Average Performer 51%-85%) (d) Below Average Performer (40%-50%)(e) Poor Performer (<40%)

5.7. Performance ratings & Guidelines for Supervisors

Overall Performance	Performance based on objectives	Performance Based on HDSL Expectations	Performance compared with Peers	Impact
High Performer	Perform beyond expected and allocated	Does the job as per the expectation of HDSL in the best form than others	The work he/she does is the best way is followed compared with peers	Deliberately exceptional added value to business beyond scope
Good Performer	Perform the job as per expected	Performs that are allocated with a beautiful fashion and does things within the time frame	Stronger performance and behaviors relative to peer group and	differentiated value within business/work/ area/team

<p>Average Performer</p>	<p>Delivered strong progress against all objectives <u>and</u></p>	<p>Demonstrates good evidence across the work expectations doesn't mess things around can't achieve extra but does things better.</p>	<p>Performance and behaviors comparable to peer group <u>and</u></p>	<p>positive values to work place</p>
<p>Below Average Performer</p>	<p>Met some but not all objectives <u>or</u></p>	<p>Does try to do work in the time frame and tries to develop further that work being visible.</p>	<p>behaviors below that of peer group <u>or</u></p>	<p>Delivered some added value to business/work/area/team</p>
<p>Poor Performer</p>	<p>Did not meet majority of objectives <u>and so on</u></p>	<p>Miserably fail to do the duties allocated and can't maintain the time frame as well</p>	<p>Performance and behaviors below that of co workers</p>	<p>Did not add values and/or negative impact</p>

Table 2: Performance Ratings & Guidelines for Managers

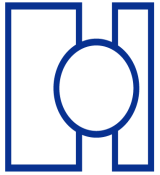
5.8. Uses Of Performance Appraisal System At HPL

- ❖ **Development:** The appraisal System at HPL identifies which employee needs development in their performance and it can what type of training programs do they
- ❖ **Basic Reward Allocation:** This is being discussed that after finishing of the work how the employee going to be rewarded as bonus or king of a benefit he/she will get accordingly.
- ❖ **Motivation:** The existence of organized assessment framework motivates individuals at HPL, Bangladesh. It encourages activities, builds up an awareness of other's expectations and inspire to perform better.
- ❖ **Compensation:** This is something that being discussed with the employee at what amount one's going to work for.
- ❖ **Communication:** Assessment is a reason for a continuous communication between line manager and employee about employment related issues. Through cooperation the parties become more acquainted with each other better. HPL is giving priority on this perspective.

CHAPTER 6: FINDINGS

6.1. Findings

- They do have a detailed and structured appraisal process to be followed for their employees.
- Performance appraisal is something that needed to be followed strictly within a time frame.
- HPL encourages their employees to improve their performance by training them.
- If employee has good performance than he/she can be expatriated to better position with great facilities.



- There's a program conducted by the CEO with directional body and senior level employees sort of a review program helps a lot in talent acquisition.
- The employees evaluated through PDP process like content on the grounds that for this situation, objective with some specific one on the basic negotiation with the supervisor.

CHAPTER 7: RECOMMENDATIONS

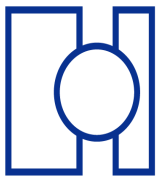
7.1. Recommendations

As an organization HPL. Ought to build up the handmade '. It will save time as well as money of the organization. It's better if the organization doesn't just rely upon the supervisor for its employee performance assessment rather; there must be HR contribution for better evaluation 'in all level of employee's performance appraisal process. This is the process where the line manager of a specific employee assesses it's under employee's performance. Be that as it may, in this procedure may bring a possibility of partiality. Just to tackle these kinds of issue HPL can assign HR department Employees to observe the performance of employees on daily basis.

- It hardly Incorporate few things like innovation, Critical reasoning & decision-making, consistency under pressure, with the use of social responsibility, & moral contemplation.
- HPL should take a step to evaluate employee's performance more than once a year.

Although HPL has a satisfactory evaluation process but taking into consideration the weaknesses of the current evaluation process, the following changes can be recommended in the performance evaluation system:

- A **self-assessment** can be done by each of the employee followed by peer-reviews. The employees will assess themselves on the basis of few grades and provide examples of their action against their rating. This will be then passed for **360-degree feedback** where peers will be asked to analyses their contiguity to the projects. Only the managers and will have access to the review sheets.



- The employees can be also asked to review each other. This review system must be based on few objectives:

- ✓ Sales to different customers
- ✓ Marketing by visiting with different product and promotion materials (Brochure, Sales aid, Leaflet etc.)
- ✓ Develop customers with building relation.
- ✓ Rapott with KOL'S lab concern good relation with lab concerns.
- ✓ Making the collection on due time.

Once all the results are received, it is much needed to discuss the results with all the managers and leaders rather than HR dealing with it all by themselves- **Fine-tuning**. These employees can be rated on few criteria based on the needed of improvising skills and attitude towards work. This will help the employee to grow better and ensure better performance. The rating will be solely used to categorize the employees based on the needs of training and development sessions. If required, the senior supervisor will also be asked to review the employees' appraisal form as per requirement that's how it works.

When employees will be aware of the fact that, they are not only being evaluated by their line manager and their supervisor, rather by all the different interconnected teams working in a project, they will ensure equal behavior towards all the employees rather than listening to the commands of the immediate supervisors monitored by the manager.

It is the key responsibility of the HR wing to ensure that an employee possesses the following qualities if it wants the human resources to achieve the epitome of success:

- ✓ Knowledge Skill
- ✓ Leadership
- ✓ Communication
- ✓ Commitment & Loyalty
- ✓ Quality Focus

- ✓ Mutual Respect
- ✓ Creativity

These can be achieved only when it will be able to ensure an effectual performance evaluation process followed by gainful training and development programs.

CHAPTER 8: CONCLUSION

8.1. Conclusion

Performance Appraisal is the processes through which the associations decide the level of efficiently the employees get the job done. This happens basically with the executive employees with the mind to recognize shortcoming along with qualities and also open doors for development and aptitudes improvement.

The target of HPL is up for achieving its goal, HPL needs the development of an overall link up with each working unit's office with neighborhood capacities. HPL. Understands the fundamental needs of placing the exact person for the deserving position. They think that those individuals could accomplish the objective and capability that well recognized by the organization. The Performance Appraisal process has a vital part with the organization. Quite number of issues with the appraisal framework is known by top level management. They do consider in the making of few improvements and also in the evaluation paper. This changes going to be followed in the upcoming years. All in all, the organization conducts an 'Employee Satisfaction survey to enrich their business perspective by satisfying their employees alongside which are good indeed.

ABBREVIATIONS

LTD = Limited

MD - Managing Director

CEO=Chief Executive Officer

HPL-Healthcare Pharmaceuticals Limited

HDSL-Healthcare Diagnostic Solutions Limited

PDP =Performance Development Plan

MBO =Management by Objective

HR= Human Resources

HRD= Human Resource development

HRM= Human Resource Management

PDP- Performance and Development Plan

References

- <https://www.hplbd.com/current-operation.php>
- <https://www.hplbd.com/>
- <https://www.hplbd.com/products.php>
- <https://www.hplbd.com/about-us.php>
- Annual Report of HealthCare Pharmaceuticals Ltd.
- <https://hdsmeds.com/>
- <http://www.pharmatips.in/Articles/Pharma-Companies/Top-Pharmaceutical-Companies-In-Bangladesh.aspx>