

Report On

***Exploring the Intersection of HR, Administration, and Marketing:
A Report on Pulse Healthcare Services***

By

MD MAHIR SHARIAR
20264088

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

BRAC Business School
BRAC University
May,2023.

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Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Md. Mahir Shariar
20264088

Supervisor's Full Name & Signature:

Dr. Syed Mahbubur Rahman
Associate Professor, BRAC Business School
BRAC University

Letter of Transmittal

Dr. Syed Mahbubur Rahman
Associate Professor,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Internship Report on Exploring the Intersection of HR, Administration, and Marketing- Pulse Healthcare Services

Dear Sir,

It is my pleasure to present to you my internship report, which is a culmination of my learning and experiences during my internship at Pulse Healthcare Services. As per your guidance and instructions, I have completed this report to provide a comprehensive analysis of my internship experience.

The main objective of my internship was to gain practical knowledge in the field of HR and Marketing and apply the theoretical concepts that I have learned in my academic courses.

Thank you for your time and consideration. I trust that the report will meet the desires.

Sincerely yours,

Md. Mahir Shariar
20264088
BRAC Business School
BRAC University
Date: 31 May, 2023

Acknowledgement

I would like to express my sincere gratitude to my supervisor & co-supervisors for providing me with this wonderful opportunity and for guiding me throughout my internship. I am grateful for their mentorship, support, and valuable feedback, which helped me to develop my skills and gain practical knowledge in the field of HR & Admin and Marketing.

I would also like to thank the entire team of Pulse Healthcare Services for creating a positive and welcoming work environment. I enjoyed being a part of the team and appreciate the support and cooperation I received from all members.

Finally, I would like to thank my family and friends for their encouragement and support throughout my academic journey and during my internship. Their motivation and love helped me to stay focused and complete this internship successfully.

Thank you for taking the time to read my report and for your continuous support and encouragement.

Sincerely,

Md. Mahir Shariar

20264088

Executive Summary

This report provides an overview of my internship experience at Pulse Healthcare Services, where I worked in the HR & administration, and marketing team. The report begins with an introduction to the organization and its business model, followed by a discussion of my internship objectives and the projects I worked on during my tenure.

During my internship, I was involved in a variety of activities, including recruitment and selection, training and development, social media marketing, and business meetings. These projects allowed me to gain hands-on experience in various aspects of the organization's operations and helped me develop my skills in HR, administration, and marketing.

One of the major challenges I faced during my internship was balancing my responsibilities and managing my time effectively. However, with the support of my mentor and the team, I was able to overcome this challenge and complete my tasks on time.

In addition to my project work, I also had the opportunity to become a part of a healthcamp that requires leadership, communication, and team building. This event provided me with valuable insights and knowledge that I can apply to my future career.

Overall, my internship experience at Pulse Healthcare Services has been rewarding, and I have gained a deeper understanding of the intersection of HR, administration, and marketing. I am grateful to the team and my mentor for providing me with this opportunity and for their guidance and support throughout my internship.

This report concludes with my reflections on my internship experience and the skills and knowledge I have gained. I hope that this report will serve as a useful resource for those interested in learning more about the intersection of HR, administration, and marketing and the opportunities available in this field.

Keywords: HR; Administration; Marketing; Recruitment & Selection; Social Media Marketing; Brand Management.

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Chapter 1

1.Introduction:

Pulse Healthcare Services is among one of the few digital healthcare service providers that exists in Bangladesh. Currently, the whole operation of this company is based in the capital city Dhaka. Therefore, the target consumers are mostly the people who lives in Dhaka. Having said that, people living across Bangladesh and even abroad can access most of the services of Pulse Healthcare as it provides services digitally. A person with a multimedia phone and active internet connection can easily enjoy the healthcare service from anywhere in the world. Pulse offers a variety of medical services to patients and there is also facility of ordering any medicines or healthcare related product via their mobile app or a direct call.

As an MBA student with a major in marketing, I joined Pulse Healthcare Services as an intern in the HR and Admin department. They also gave me the opportunity to work with the marketing team, that allowed me to gain hands-on experience in marketing and apply the concepts I had learned in the classroom to real-world scenarios. This report is a reflection of my internship experience at Pulse Healthcare Services.

The report will begin with the background information about Pulse Healthcare Services, followed by an overview of my internship responsibilities. The report will then describe my experiences in the marketing department, where I was able to apply marketing theories and concepts to real-world scenarios. It will also discuss my experiences in the HR & administrative department and how they relate to marketing. Finally, the report will conclude by summarizing the key takeaways from my internship experience and how they align with my academic studies in marketing.

1.1 Healthcare Sector in Bangladesh:

Bangladesh is a densely populated country with a parliamentary democracy. It is a developing country in South Asia working continuously to reach sustainable development goals. The country has struggled in healthcare and education sector due to lower level service, but there have been gradual recent improvements in terms of decreasing poverty levels. The main industries of Bangladeshis are agriculture and readymade garments. However, major struggle Bangladesh faces includes poverty, corruption, overpopulation, and unpredictable climate change. Despite this, Bangladesh has been praised for its progress on the Human Development Index, making gains in certain areas that even neighboring countries with higher per capita income have not.

The health system in Bangladesh is diverse, with four factors that includes the government sector, private sector, NGOs, and donor agencies (Ahmed et al., 2018). The government is primarily responsible for policy, regulation, and provision of comprehensive health services. They also does financing and employment of health staff. In addition, there is a dual system of general health and family planning services managed by the Ministry of Health and Family Welfare.

According to the Healthcare Index 2021, Bangladesh ranks second to last among 93 countries, with a score of 42.7, with only Venezuela scoring lower at 39.67 (Numbeo, 2021). This highlights the concern regarding the quality of healthcare in Bangladesh, which has not shown significant improvement (Ahmed et al., 2021). In fact, the quality of healthcare in Bangladesh has been a major concern, leading to a significant number of Bangladeshis traveling abroad in search of better medical treatment, resulting in a loss of \$4 billion for the country (Kabir et al., 2020). All other South Asian countries scored higher than Bangladesh. To address the challenge of providing high-quality healthcare services to a significant portion of the population at a reasonable cost, digital healthcare or health-tech startups have emerged as a potential solution (Hossain et al., 2021). These startups primarily focus on improving access and reducing expenses, as several external factors continue to affect healthcare quality in Bangladesh (Rahman et al., 2022). However, it is important to note that resolving the issue of healthcare quality may take some time due to the complex nature of the challenges involved.

1.2 Company Background:

Pulse Healthcare Services is a telemedicine platform and healthcare ecosystem that provides a complete digital healthcare solution to patients and doctors in Bangladesh. The company was founded in August 2019 and has already served more than 50,000 patients. It is the first organization in Bangladesh to introduce in-app video telemedicine. The platform is cloud-based and allows healthcare providers to conduct fully encrypted video calls with patients, enabling virtual consultancy from anywhere at any time. In addition to video calls, the service also offers features such as appointment scheduling, online payment collection for live video consultations, instant messaging, clinical notes, e-prescriptions, secured file sharing, and virtual chamber options for medical practitioners.

1.2.1 Mission: The success of a healthcare company primarily depends on patient satisfaction, the quality of products and services, and professionalism in providing competent and efficient care. Pulse recognizes the importance of these factors and strives to improve and enhance its core competencies and service efficiency continuously. To achieve this goal, the company constantly upgrades its product quality, service standards, protocols, and technology. As digital health is evolving rapidly, Pulse has adapted to these changes and remains committed to bringing greater benefits to patients. The company is excited about the future and looks forward to serving its patients with dedication and innovation.

1.2.2 Vision: Pulse Healthcare Services has a vision of a better Bangladesh where everyone has access to high-quality healthcare. The company aims to improve accessibility to healthcare services and ensure that people receive the care they need. Pulse believes that by providing digital healthcare solutions, it can contribute to building a healthier and happier society. The company is committed to making a positive impact on the healthcare sector in Bangladesh and improving the lives of its people.

1.2.3 Slogan: Pulse Healthcare Services has a corporate slogan of "For Your Wellness", which reflects its commitment to providing high-quality healthcare services to its patients. As the first telemedicine service provider in Bangladesh, Pulse believes in working closely with its patients to help them achieve their health goals. The company is dedicated to pursuing excellence at all stages of its operations, and continuously improving its services to meet the changing needs of its customers. Pulse recognizes that the pursuit of excellence is an ongoing process, and is committed to staying ahead of the competition through strategic planning and business networking. Its personalized quality services and focus on constant improvement are key factors in achieving operational success.

1.2.4 Company Profile:

Attribute	Details
Name of the Company	Pulse Healthcare Services
Founder	Rubaba Dowla
Co-Founder	Sonia Basir Kabir

Institutional Investor	ACI Limited
CEO & MD	Shaila Abedin
Legal Status	Private Limited Company
Registered Office	House 33, Road 24/30, Gulshan 1, Dhaka 1212
Number of Employees	48
Contact No	09678606606
Email	info@pulseservicesbd.com

1.2.5 Product & Services: Pulse Healthcare Services offers a range of products and services to its patients, including:

- 24/7 consultation with a general physician
- Video call consultation with an experienced doctor
- In-chamber appointment booking for specialist doctors
- Telemedicine with specialist doctors
- Home sample collection and report delivery
- Medicine home delivery
- Discounts in network hospitals
- Home call doctor service
- Home nursing service
- Home physiotherapy service
- Caregiver service
- Ambulance booking assistance
- Second medical opinion
- Treatment assistance abroad

These products and services aim to provide patients with convenient and accessible healthcare options, including remote consultations and home-based care. The company also offers support for medical treatment abroad and assistance in navigating the healthcare system, making it easier for patients to access quality healthcare services.

Chapter 2

2. Internship Experience and alignment with academics:

In this chapter, I will portray my overall internship experience and how my academic knowledge relates with my work experience.

2.1 Marketing Experience:

During my internship at Pulse Healthcare Services, I had the opportunity to work with the marketing department and obtained practical knowledge in applying marketing theories and concepts. My experiences in the marketing department allowed me to learn how marketing strategies are developed and executed in a healthcare setting, and how they can be used to create value for customers and the organization.

One of my primary responsibilities in the marketing department was to attend business meetings with the marketing team, where I learned about the different marketing strategies and initiatives being undertaken by the organization. I also had the opportunity to contribute my ideas and insights during these meetings, which helped me to gain a better understanding of the marketing process. Another important aspect of my internship in the marketing department was the opportunity to work on a business proposal that was circulated to other companies via email. This experience allowed me to apply the marketing concepts I had learned in my academic studies to a real-world scenario. I was responsible for researching the target market, identifying customer needs, and developing a value proposition that would differentiate Pulse Healthcare Services from other healthcare providers in the market.

In addition to attending business meetings and developing business proposals, I also had the opportunity to organize an event at ACI Limited, where I was responsible for registering patients and managing logistics. This experience allowed me to gain practical experience in event management, which is an important aspect of marketing. I was responsible for ensuring that the event was well-organized and that patients had a positive experience, which helped to enhance the reputation of Pulse Healthcare Services.

Throughout my experiences in the marketing department, I was able to apply various marketing concepts to real-world scenarios, including the 4 Ps of marketing (product, price, promotion, and place), market research, segmentation, targeting, positioning, and branding. For example, when

developing the business proposal, I was responsible for conducting market research to identify customer needs and preferences, and using this information to develop a value proposition that would meet those needs.

2.2 HR and Administrative Experience:

As an HR & Admin intern at Pulse Healthcare Services, I was responsible for a wide range of duties, including managing petty cash, taking care of logistics and requisitions, organizing events, conducting hiring interviews, writing offer letters and appointment letters, writing holiday notices, and generating important internal emails. Through my experiences in the HR & Admin department, I gained valuable insights into how human resource management and administration can be aligned with marketing objectives.

One of my primary responsibilities as an HR & Admin intern was managing the petty cash of the company. This allowed me to gain experience in budgeting and financial management, which are important aspects of marketing. By understanding the company's budget and financial constraints, I was able to develop marketing initiatives that were both effective and cost-efficient.

Another important aspect of my internship in the HR & Admin department was conducting hiring interviews and writing offer letters and appointment letters. Through these experiences, I gained valuable insights into the recruitment process and how it can be aligned with marketing objectives. For example, I learned how to identify candidates who were a good fit for the company's culture and values, which is an important aspect of developing a strong brand identity.

Furthermore, I generated quite a few offer letters and appointment letters to new employees and at the same time communicated with them effectively regarding important policies of the company, followed by a meet and greet with the colleagues. I also provided them with visiting cards and id card and within a few weeks after doing all the relevant paper works with the bank, I gave them their salary accounts as well.

2.3 Company's Marketing Strategies:

Pulse Healthcare Services in the very beginning of their journey focused solely on business to consumer strategy. Gradually, they realized business to business deals will be more beneficial for the company in terms of brand value and profitability. As of now, they do business in both ways but more focused on getting business to business deals.

The company operates a call center that handles patient inquiries and appointments and also does outbound calls to on board new patients and retain previous customers. They offers customers three types of packages which includes quarterly, half yearly and yearly basis subscriptions. Additionally, Pulse Healthcare Services has a team of qualified doctors who provide consultation services to patients. Here, patients can directly call and talk with a doctor 24/7. The company also has an active marketing team that is responsible for promoting the company's services to potential patients and stakeholders.

One of the key marketing strategies used by Pulse Healthcare Services is targeted digital advertising. The company uses a variety of online platforms, including social media and search engines, to reach potential patients who may be in need of healthcare services. The company also uses email marketing to communicate with existing patients and to promote new services and offerings.

In addition to digital advertising, Pulse Healthcare Services also employs a range of traditional marketing strategies. For example, the company participates in healthcare industry conferences and events to network with potential partners and stakeholders.

Another important marketing strategy employed by Pulse Healthcare Services is the development of new service offerings. The company is constantly seeking to expand its service offerings in order to meet the evolving needs of patients and to stay ahead of its competitors. For example, during my internship, the company was in the process of on boarding a vendor that will provide with necessary medicines and products on demand of the patients.

2.4 Alignment with Academic Studies:

As an MBA student majoring in Marketing, my internship at Pulse Healthcare Services provided me with practical experience that aligned with my academic studies. Throughout my internship, I was able to apply various marketing theories and concepts to real-world situations, which helped me to develop a deeper understanding of marketing as a discipline.

One of the marketing theories that I was able to put into practice during my internship was the marketing mix, which comprises of product, price, place, and promotion. I had the chance to work on a variety of projects in the marketing division that were connected to each of these marketing mix components.

For example, I was involved in a decision making og pricing of their services. All customers regardless of new or old will enjoy a 10 percent discount on all types of medicine order which definitely makes this pricing unique and keeps the company ahead in terms of market competition. Similarly, I was involved in promotional strategy discussions, which allowed me to gain insights into how promotion can be used to influence consumer behavior and achieve marketing objectives. For instance, on world cancer day, we circulated an offer of free consultation throughout the day with any specialized doctors in our network. By doing this, our call center team got more leads.

In addition to my experiences with the marketing mix, I was also able to apply theories regarding consumer behavior. While doing marketing research in order to make a business proposal to other corporate giants, I learned that a company's background matters more than the actual service they providing. Even if we provide the best service in the industry, other companies will focus more on the root of the company.

In addition, I was able to use branding and brand management principles as well. I had a deeper grasp of how branding can be used to build a powerful brand identity that connects with customers as a result of my engagement in branding activities. While going through a business proposal I saw my supervisor highlighting all the other brands that our company is partnered with so that it creates a positive impression.

Overall, my work with Pulse Healthcare Services in the marketing and HR & Admin departments gave me practical experience that complemented my academic studies in marketing. I was able to gain a better understanding of marketing as a subject and improve my abilities as a marketing professional by applying various marketing theories and concepts to actual circumstances.

Chapter 3

3. Intersection within Internal Departmental Activities:

Here, I will portray how all departmental activities within the organization intersects effectively to reach a common goal.

3.1 Collaborative Efforts in Talent Acquisition and Retention:

I have seen how HR, Administration and Marketing all work together to bring in and keep the best talent at Pulse Healthcare Services. Once, the marketing lead told me the company needs a graphic designer who needs to be good in both motion and static. Hence, I prepared a small test to see how potential prospects deal with the test and together with the marketing team we decided on who to call for the final interview. Furthermore, marketing is really important because it helps build a good employer brand image and shows potential employees what the company stands for. Without this youth will be reluctant to work for such a company that has no image in the market. It is all about creating unique selling points and showing off a great company culture. Marketing helps attract the right people to the company. At the same time, HR does a great job of finding the right people for the job and making sure they fit in with the company's values and goals. HR and Marketing work together to build a great team.

3.2 Administrative Support for HR Functions:

Administrative processes are essential for the successful operation of Human Resources (HR). One area in which the effectiveness of administrative processes can be seen is the management of personnel files. The Administration department is responsible for the accuracy and timeliness of personnel files, including employment contracts, performance reviews, training logs, and disciplinary actions. These records serve as historical references for HR professionals, allowing them to make informed decisions regarding promotions, transfers and employee development. Every month before preparing the salary sheet, I rechecked all the leave applications and office entrance timing of all the employees in order to assist the accounts with accurate data. Effective administrative processes aid in the efficient and accurate management of payroll. The Administration department ensures that employees receive accurate and timely payments, taking into consideration factors such as salary modifications, deductions and benefits (Jones (2018)). At Pulse Healthcare Services, I have observed how the Administration department provides essential support to HR initiatives. By managing data, employee recordkeeping and scheduling, HR

professionals can focus on strategic initiatives, such as talent acquisition, employee engagement and performance management. The Administration team ensures the efficient operation of HR operations, allowing them to improve the overall employee experience. For instance, if anyone needs anything, as soon as they give me a requisition, my job was to run the application to the authorities and take necessary steps as soon as possible. By doing this, employees feel their needs are being addressed properly and at the same time the whole operation runs smoothly.

3.3 HR Practices Shaping Branding and Marketing Strategies:

During my internship, I noticed that HR practices have a direct impact on branding and marketing. Employee satisfaction and engagement are directly correlated to HR policies and practices. Employee benefits, workplace culture and professional development opportunities all contribute to a positive work environment. Not only does this contribute to employee well-being, but it also helps to build an employer brand. Marketing, on the other hand, takes advantage of these HR practices to deliver targeted messages that resonate with the organization's values. This helps to attract clients, customers and potential employees. The synergies between HR and Marketing ensure a consistent brand identity and a strong market presence (Schaufeli & Bakker, 2022; Shuck et al., 2018).

3.4 Cross-Departmental Collaboration in Projects and Initiatives:

HR, Admin, and Marketing don't just work together on a day-to-day basis. They work together on projects and initiatives all the time. For example, I was part of a project where HR and Administration worked together on a survey about employee engagement. HR created and sent out the survey, and Administration collected and analyzed the data. Marketing had a big part to play in getting the survey results out to employees and figuring out how to fix any issues they were having. This collaboration showed that everyone was working together to make sure employees were happy and the company was doing better.

3.4.1 Examples of Collaborative Projects and Initiatives: When talking about collaborative projects, supervisors talked about projects they had personally worked on that needed the help of different departments. For example, they talked about employee engagement surveys where HR did the design and sent them out, Administration did the data collection and analysis, and Marketing shared the results with employees and came up with ways to improve things. These

examples showed how HR, Admin, and Marketing all worked together to figure out what was wrong with employees and make things better for the whole company.

Chapter 4

4. Necessity of the Intersection within Internal Organizational Departments:

Here, based on the data, I will show the necessity of the intersection within internal organizational departments. Based on the questions I asked to my work supervisors and colleagues, the data were analyzed and portrayed below. The questions are given later in the appendix section.

4.1 The Role of HR, Administration, and Marketing in Organizational Operations:

My conversations with the supervisors revealed that they genuinely feel that HR, Administration, and Marketing are essential elements of the operation of the company. They stressed that HR is in charge of attracting and keeping top personnel, resulting in a skilled workforce that supports the goals of the firm. Administration is crucial in permitting efficient resource allocation and smooth operational procedures at the same time. In turn, marketing promotes brand awareness, draws customers, and aids in business expansion. The managers agreed that for the organization's total performance to be at its best, these departments needed to operate together.

4.2 Impact of Marketing Efforts on HR Practices and Vice Versa:

Similar to what I mentioned above, the supervisors recognized that marketing efforts impact HR practices, and vice-versa. They emphasized how effective marketing campaigns impact HR by attracting quality candidates who align with the organization's values and culture. They also highlighted how HR practices shape the company's brand messaging and inform marketing strategies. They recognized the importance of working closely with HR and Marketing to ensure consistent brand image and reputation. Peters and Cooper (2017) suggest that HR and Marketing should work together to develop a shared understanding of the organization's brand identity and values. This collaboration ensures alignment of HR practices with marketing efforts, resulting in a consistent brand message across touchpoints. All in all, the symbiotic relationship of marketing and HR is essential for building a solid employer brand and improving an organization's reputation in the marketplace (Chen et al., 2020).

4.3 Personal and Professional Development:

Pulse Healthcare Services had a huge impact on my personal and professional growth. Through my internship, I learned a lot about the healthcare industry. One of the biggest personal growth

benefits of my internship was my increased self-assurance. As I took on more responsibilities and faced new challenges, I grew more confident in my skills and was more comfortable taking risks. This newfound self-assurance will definitely help me in my marketing career in the future. In addition to my self-assurance, my internship also enabled me to develop a variety of new skills. For instance, I gained experience in project management as I worked on various projects from beginning to end. I also developed communication skills as I wrote emails, created marketing materials, and communicated with various stakeholders.

In addition, my internship enabled me to develop my existing marketing skills. Working within the marketing department enabled me to apply marketing ideas and theories to the real world, which enabled me to further develop my knowledge of marketing as an academic discipline. I also gained hands-on experience in the digital marketing space, which is more and more important in today's digital world. In addition to personal and professional growth, my internship with Pulse Healthcare Services had a positive effect on the company as well. I contributed to the company's human resources and administrative departments, as well as the marketing department. For instance, I helped the CFO with petty cash management, which enabled the company to manage its finances more efficiently. I was also instrumental in developing new service offerings that helped the company stand out from the competition.

Overall, my Pulse Healthcare Services internship was a great experience for me in terms of personal and professional growth, plus I was able to make a positive impact on the business. I'm sure all the skills and knowledge I picked up from my internship will help me out a lot in my future as a marketing career.

Chapter 5

5. Conclusion:

To conclude, my internship experience at Pulse Healthcare Services has been a great learning platform. I am thankful for the opportunity to have worked with such a dynamic team, and to have been given the chance to develop my skills and knowledge in both HR & Admin and Marketing. Throughout my internship period, I learnt a great deal of how the business meetings and the whole operations of a company at top level are being done by working with various professionals. The major takeaway from this internship will be the practical knowledge specially in HR and Marketing, that I obtained by working alongside experts in the field. In addition to that, I was able to relate the theories and concepts learnt from my MBA degree to real-world scenarios, which definitely worked in favor of gaining a deeper understanding of how these concepts can be applied in practice.

I feel really proud of the work I did during my internship, and I believe my short stay have made a positive impact on the company. From managing petty cash to attending business meetings and planning events, I gained valuable experience that will be effective in my future career. I am also grateful for the guidance and mentorship of my colleagues. Overall, I would like to express my heartiest gratitude to Pulse Healthcare Services team for providing me with this valuable opportunity, and for their support throughout my internship.

5.1 Recommendations:

Even though my stay at Pulse is really brief but I worked like a full-time employee with open access to most of the operational activities. During my stay at Pulse, I made a few observations that I believe could be beneficial for the company's success. These observations are discussed in the following section.

- Focus on customer retention: While it is important to attract new customers, retaining existing ones is equally important if not more. Pulse should focus on providing personalized and excellent customer service to retain customers. The service should prioritize each individual equally regardless of the profit difference among them. By doing so, customers will automatically develop a bond of loyalty with the company.

- Expand the service offerings: Pulse may consider expanding its service offerings to a wider range of healthcare needs. This expand of services can be to mental health patients, dentistry etc.
- Strengthen marketing efforts: Pulse should invest in marketing efforts to increase its brand awareness and reach more potential customers. This can include digital marketing, social media marketing, and collaborating with influencers in the healthcare industry. Currently there is nothing in terms of advertising or promoting the brand.
- Invest in employee development: To maintain a high level of service quality, Pulse should invest in employee development programs to improve the skills and knowledge of its employees. This can include training programs, workshops, and leadership development programs. I understand, the company is still in their startup phase but to become a brand and industry leader they should start making such steps early.
- Streamline administrative processes: Pulse already has a strong online presence but it needs to provide more effort to increase efficiency. This can improve the overall customer experience and save time for both customers and employees.

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Appendix

1. In your experience, how do HR, Administration, and Marketing intersect within a healthcare organization like Pulse Healthcare Services?
2. How have marketing efforts impacted HR practices and vice versa at Pulse Healthcare Services?
3. Can you provide an example of a project or initiative at Pulse Healthcare Services that required collaboration between HR, Administration, and Marketing?
4. How do you see the intersection of HR, Administration, and Marketing evolving in the healthcare industry in the future?