

Internship Report

on

HR Practices

of

GlaxoSmithKline Bangladesh Limited





Inspiring Excellence

Internship Report
On
“HR Practices of GlaxoSmithKline Bangladesh Limited”

Submitted To: Ms. Fabiha Enam

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Date of Submission

4th December, 2017

Signature

Letter of Transmittal

4th December 2017

To

Ms. Fabiha Enam

Senior Lecturer

BRAC Business School

BRAC University

Subject: Submission of Internship Report

Dear Ma'am,

It is my pleasure to submit my internship report on "HR Practice of GlaxoSmithKline Bangladesh Limited" as a part of BBA. The internship program was an excellent experience as it provided me with wide exposure to the professional knowledge and environment. I have written the whole report on the basis of some of the HR Practices of GlaxoSmithKline Bangladesh Limited and here my main focus is to understand the HR Practices like training and development, Performance appraisal and Rewards, Employee safety & Recruitment and selection. I have tried to gather the relevant information for constructing the report as outlined. I would like to express my gratitude for your kind and mind for reading my report.

I could be continually available for answering any queries regarding this report. Any sort of query or any complaint will be useful for me, as it will deliver me the opportunity to research greater and enrich my understanding. I hope you will consider the errors that may take place within the report in the spite of my pleasant attempt.

Sincerely,

Muntaha Mursalin Chowdhury

ID-13104015

BRAC Business School

BRAC University

Acknowledgement

The successful accomplishment of this project work is the consequence of the contribution of number of people. Here I would like to thank those who have given the time and effort to share their thoughts and suggestions to prepare the report and help me to understand the HR Practices of GlaxoSmithKline Bangladesh limited. At the very beginning I would like to express my deepest gratitude to Almighty for giving me the strength and the equanimity to finish the report within the scheduled time.

I would like to express my appreciation to my internal supervisor, Ms. Fabiha Enam, Senior Lecturer, BRAC Business School, BRAC University for providing me all the guidance and support that I needed mostly.

This was really a good way of learning and I really appreciate her efforts towards giving me proper line directions.

I would like to thank my supervisor Mr. Ferdous Noyem Khan, Head of Ethics and Compliance, GlaxoSmithkLine Bangladesh Ltd for all his support and cooperation. I also like to thank Ms. Debarati Majumder, General Manager, HR, GlaxoSmithkLine Bangladesh Ltd for rendering her valuable time and providing me with information that was very much needed in order to successful completion of this report.

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Executive Summary

This internship report is prepared on the basis of the three months period internship program that I am doing currently in GlaxoSmithKline Bangladesh Ltd under Ethics and Compliance Division from 15.10.2017 to 15.1.2018 as a requirement of my BBA program on BRAC Business School, BRAC University. **GlaxoSmithKline (GSK)** which is a British pharmaceutical company headquarter situated in Brantford, London which is established in 2000 by a merger of Glaxo Wellcome and SmithKline Beecham.

The objective of the report is to identify how theories and concepts are discussed in my educational program can be practiced in the aspect of HR Practices at a pharmaceutical organization in Bangladesh.

The main goal of the internship report is to become mindful of how theories and concepts are mentioned in my educational program may be practiced within in the aspect of HR Practices at a pharmaceutical organization in Bangladesh.

Primary data and secondary data were used to prepare this report. Primary data have come from my day to day observation and interviewing personnel and on the contrary, secondary data was collected by Organization employee hand book, website, and relevant books. Here I tried to minimize bias and have tried to prepare an unbiased report.

GlaxoSmithKline Bangladesh Ltd is one of the top listed pharmaceutical and Healthcare companies in Bangladesh because of their high performance and the quality of their product. Their exclusive HR practices help them to achieve their goals. Hence, the management development programs are introduced to update their employees. This report tried to look on how the HR practices are being doing by the employees. This report also shows my observation on HR practice of this organization and provides some recommendation which may help to improve their organizational process.

Finally, the report allows focusing on theories and concepts used in GlaxoSmithKline Bangladesh Ltd to relate with academic purpose.



Chapter 1

Introduction



1.0 Origin of the report

The Internship report is prepared for making a study on “HR Practice at GlaxoSmithKline Bangladesh Ltd.” It is required to perform internship program for the completion of BBA program at BRAC University. The guideline and preparation of the report was supervised and directed by Ms. FabihaEnam, Senior Lecturer at BRAC University and I am thankful to her for assigning this project.

1.1 Aim and objective of the report

The major aim of the report is to recognize and identify how theories and concepts discussed in the BBA program can be applied in the aspect of HR Practice at GlaxoSmithKline Bangladesh Limited. The objectives of the report is

1. Describe the organization and explain some of the scopes of HR Practice
2. To experience different HR activities which are followed by GlaxoSmithKline Bangladesh Ltd.
3. Recognize and identify how theories and concepts that are covered in BBA program are applied in Human Resource Department.
4. Propose suggestions and recommendations for the practitioners or the employees which can help them and the management further to apply best practices in human resource management in the organization.

1.2 Methodology

The report is prepared based on using primary and secondary data resources. Primary data was collected by observing organization’s HR Practice, interviewing employees of GlaxoSmithKline Bangladesh Ltd. The duration of internship is 15th October 2017 to 15th January 2018. Secondary data was collected by Organization employee hand book, website, and relevant books.

1.3 Limitation

The major limitations that I have faced during my internship period and preparation of this report are -

1. Employees are not allowed to provide sensitive and depth information or confidential data to interns.
2. Some constraint of the study was insufficient access to information which has significantly disturbed the scope of the analysis that is required for the study.
3. Time restriction is another important for limitation of study.
4. Published information is not up to date

1.4 Broad and Specific Objective

Broad Objectives: To analyze the present HR Practices of GSK, Bangladesh, Limited and determine strengths and weakness of their system to recommend best practices for GSK, Bangladesh, Limited.

Specific Objectives: To analyze present HR Practices of GSK, Bangladesh, Limited and to find out how the reward system is linked with performance appraisal systems of this organization, about training and development of the employees of GlaxoSmithKline, employee safety and how they are connected with each other. Identify any shortcoming in the HR Practices of this organization and recommend ways to improve deficiency of HR Practices for this organization.

Chapter 2

About The Organization



2.0 About Pharmaceutical Industry

The pharmaceutical industry in Bangladesh is one of the most developed hi-tech sectors within the country's economy. There are now about 231 companies in this sector and the approximate total market size is about Taka 76,500 million per year.

There are about 450 generics registered in Bangladesh and out of these 450 generics, 117 are in the controlled category i.e. in the essential drug list. The remaining 333 generics are in the decontrolled category, the total number of brands /items that are registered in Bangladesh is currently estimated to be 5,300, while the total number of dosage forms and strengths are 8,300. Bangladesh pharmaceutical industry is mainly dominated by domestic manufacturers.

The growth of the country's domestic pharmaceutical market to the tune of \$1.13 billion in terms of value, as it stands now, is quite a positive development. Such a development has occurred because of decreasing dependence on imported drugs. Currently about 97% of the total requirement of medicines is formulated by the local companies and the rest 3% is imported and the imported drugs mainly cancer drugs, vaccines for viral diseases, hormones etc. Its value-wise growth, recorded at 23.59%. The top 12 leading pharmaceuticals company in Bangladesh including local and MNC's are - Square, InceptaPharma, Beximco, , Renata, A.C.I., Aristopharma, Drug International, Sanofi Aventis, GlaxoSmithKline. Market share of those top pharmaceutical companies' are shown on a chart below-

Company Name	Market Share
SQUARE	19.18%
INCEPTA PHARMA	9.05%
BEXIMCO	8.62%
OPSONIN PHARMA	4.94%
ESKYFE	4.84%
RENATA	4.73%
ACME	4.44%
ACI	4.08%
ARISTOPHARMA	3.99%
DRUG INTERNATIONAL	3.75%
SANOFI AVENTIS	2.57%
GLAXOSMITHKLINE	1.95%

2.1 Organization's History

Year	History
1873	The company was oriented as Joseph Nathan & Company in New Zealand with the founding of a small import export company. It started its operation as a processing unit of abundant fresh milk of New Zealand. The only product it was producing was Glaxo Baby Food
1906	The Nathan directors realised that selling dried milk as an infant food called for a more attracting name than Defiance, the name used for the New Zealand product. By adding and changing letters, the name Glaxo evolved and was registered in October 1906.
1935	Glaxo Laboratories Limited was founded with its headquarters at Greenford, Middlesex and London for the production and marketing of foods and pharmaceuticals.
1963	Edinburgh Pharmaceutical Industries Limited, which owned Duncan, Flock hart and Company Limited and MAC Far lane Smith Limited, joined Glaxo.
1995	Glaxo acquired 100% share, of Wellcome PLC on may 01, 1995 and formed Glaxo Welcome PLC.
1998	Achieved a number of regulatory milestones for several of its key projects, such as ZEFFIX for influenza treatment.
2000	GlaxoWellcome and SmithKline Beecham merged to form GlaxoSmithKline; a worldwide research based pharmaceutical company.



2.2 GlaxoSmithKline Bangladesh Limited

GlaxoSmithKline Bangladesh Limited is working with a great image and reputation for the past 6 decades and GlaxoSmithKline (GSK) Bangladesh Limited is running its operation as a subsidiary of GlaxoSmithKline plc- one of the world's leading research-based pharmaceutical and healthcare companies. In 1949 the Company started its journey in Bangladesh with its corporate identity as Glaxo in Chittagong as an importer and in 1967, the company established its own manufacturing unit at Chittagong. The facility till date is considered as one of the Centre of Excellence in Global Manufacturing & Supply Network of the Group.

2.3 Vision, Mission & Company's Goal

Vision

The visions of GlaxoSmithKline Bangladesh limited are inspiring and exhilarating. It creates a common identity and a shared sense of purpose and they are competitive, unique and simple. Good visions foster risk-taking and experimentation. They represent integrity Vision is the ultimate goal of an organization.

The Vision of GlaxoSmithKline Bangladesh Ltd:

“We have a challenging and inspiring mission to improve the quality of human life by enabling people to do more, feel better and live longer. By focusing our business around our strategic priorities, we are confident that we can fulfill this promise.”

By using their innovation GSK permanently wants to establish them as one of the best Pharmaceutical and healthcare companies.

The core values are-

- Be patients focused - GSK puts patients and consumers first and focuses on the individual, and do what is right for patients and consumers.
- Act with integrity- GSK avoid all unethical activities and has to live up to the ethical standards that are rightly expected from them which means act with integrity and follow the law. GlaxoSmithKline Bangladesh limited does everything they can do to maintain the trust and respect of the organizations they work with and the communities in which they live and operate.



- Demonstrate respect for people- GSK employees inspire each other to achieve great things and they show respect for colleagues/peers and the communities around them. Everyone has to take a part to play in creating a fair and safe work environment that respects human rights, develop their livelihood and the diversity of the cultures they operate in. When GlaxoSmithKline embrace diversity and individuality they can support and inspire each other to achieve great things.
- Operate with transparency- Transparency is a must to the way they work and helps them to build trust. They strive to be honest and transparent about what they do and how they do it. This improves how they collaborate with each other and develops the way they are seen by the communities we work with. It indicates that they are open to challenge discussion and always want to improve how they operate.

Mission

The mission statement of GlaxoSmithKline Bangladesh Ltd is “To improve the quality of human life by enabling people to do more, feel better and live longer”

Investing in GSK’S people and communities shows the long term sustainability of their business. GSK’S employment practices are designed by the employees of GSK to create a culture in which all GSK employees feel valued, respected, empowered and inspired to achieve their goals and as well as organizational goal.

Company’s Goal

GlaxoSmithKline Bangladesh Ltd is promised to maintain state of the art manufacturing facilities for ensuring best quality products to their customers and improve their quality of life. The company is emphasized to increase sale growth, increase productivity and increase productivity and ensuring continuous improvement of customer’s quality of life.

2.4 Code of Conduct

GSK’s Code of Conduct applies to employees and anyone who works for or on behalf of GSK. It helps them understand the values that guide their work and organizational activities which describe the behaviors they all need to demonstrate to bring those values to life. It shows them how living their values helps them to fulfill their mission of helping people do more, feel better, and live longer.

2.5 Top Management

Board of Directors of GlaxoSmithKline Bangladesh Limited holds periodic meetings to resolve issue of policies and strategies, recording minutes/decisions for implementation by the Executive Management.

2.6 Executive Management

The Managing Director heads the Executive Management. The Chief Executive Officer (CEO) who has been delegated necessary and adequate authority by the Board of Directors. The duties of Executive Management are to operate the whole organization through further delegations of authority at every step of the line management.

2.7 The Board of Directors

1. Mr. David Pritchard- Chairman
2. Ms. ErumShakir Rahim- Managing Director
3. Mr. RajibBarua- Site Director
4. Mr. G.Venkatramani- General Manager, Consumer Healthcare
5. Ms. Zinnia TanzinaHuq - Finance Director & Company Secretary
6. Mr. Masud Khan- Non-Executive Director
7. Mr. Md. Iftikhar-Uz-Zaman- Non-Executive Director
8. Mr. Md. MesbahulHoque- Non-Executive Director

2.8 Company Organogram

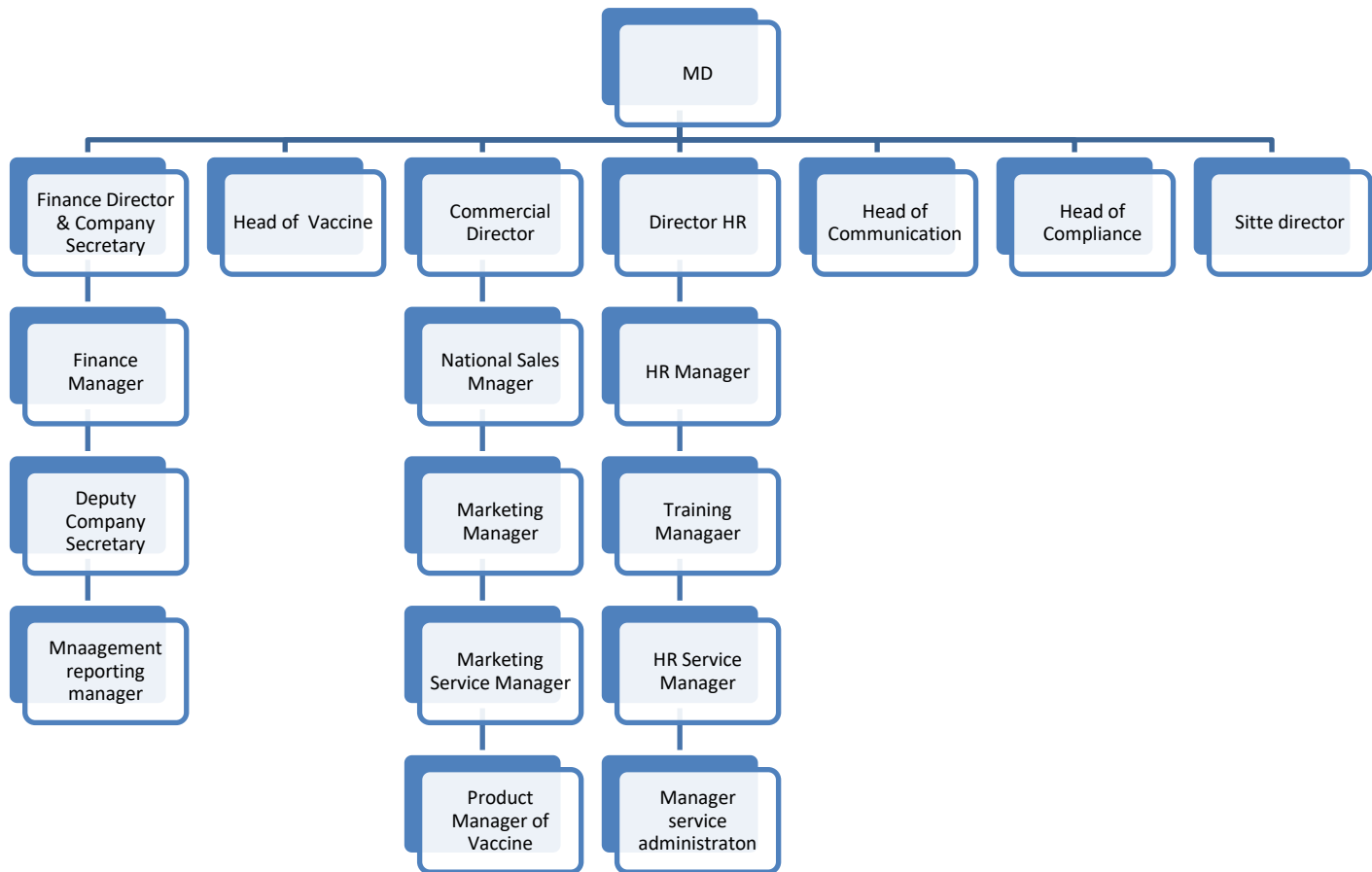


Figure: Organogram of GlaxoSmithKline Bangladesh limited



2.9 Company's Profile

Name of the organization	GlaxoSmithKline Bangladesh Ltd.
Slogan	Do more, feel better, Live longer
Year of establishment	2001
Chairman	Mr. David Pritchard
Number of employees	3000+
Registered Office	House-2A, Road-138, Gullshan1 ,Dhaka
Contact No	Phone: +88 02 985 8870. Fax: +88 02 8826628

2.10 Distribution Channel

Mutual Food-Distributor of consumer health care product of GSK, Bangladesh

ZuelligPharma- Distributor of pharmaceuticals productof GSK, Bangladesh

2.11 Departmental Function of GSK Bangladesh limited

GlaxoSmithKline has five major Departments. These are-

- Human Resource
- Finance
- Marketing
- Medical & Regulatory Affairs
- IT

The responsibilities of each departs are different but they are inter connected with each other.

The major functions of the departments are given below.

Human Resource

The Human Resource Department of GlaxoSmithKline Bangladesh Limited is one of the most active departments which are also known as Personnel Management. The responsibilities are-

- Recruitment and training
- Manage the demands of labors
- Allocate Annual Holidays

- Employee safety
- Performance Appraisal

Marketing

GlaxoSmithKline doing great in Marketing in Consumer Healthcare products but on the contrary, GSK has limited scope in Pharmaceutical sector. But necessary are taking by the marketers to promote the products.

- Design and implement sales strategies
- Control and grow distribution network
- Design and do promotional programs
- Provide marketing information services
- Different awareness programs
- Control international trades
- Keep records of data regarding marketing activities
- Build public communication network
- Look after all the brands and patents
- Marketing surveys as needed

Finance

GSK gives proper importance to its finance department. The financial statements of GSK have been prepared in accordance with Bangladesh Accounting Standards and the relevant requirements of the schedule to the Securities and Exchange Rules, 1987 and of the companies Act 1994 following the historical cost conversion. The primary tasks of finance department are given below-

- Control the accounts
- Do annual budgets
- Allocate all kinds of payments to the staffs and managers
- Manage all the revenue and expenses
- Conduct internal audit
- Keep records through IT
- Facilitate local production costs

Medical and regulatory affairs

Medical and Regulatory Department of GSK, Bangladesh is compiled with good number of doctors and qualified people. This department is primarily responsible to perform tasks like discussion with government for legal issue purpose, communicate with doctors, handling advertisements to deliver a better quality of life to the patients.

Information Technology

The technical department of GSK is extraordinarily strong. The organization always search for reaching the global standard of applications of information technology. This company is one of the very few companies in Bangladesh that use world class and updated software for their organization.

2.12 SWOT Analysis

Strength

- GSK is considered as world's one of the leading pharmaceutical companies because of its performance.
- GSK has Efficient, capable honest and hardworking workforce
- It has great demand of their product nationally and internationally which helps them to grow their business
- Availability of financial resource to grow the business
- Proprietary technology
- Ability to take advantage of economies of scale
- Better product quality
- Goodwill
- Follows GMR-Good Manufacturing Practice

Weakness

- Underutilized plant capacity
- Higher unit cost compare to key competitors
- Company has to import raw materials form UK rather from neighbor countries which results high cost.
- Lack of variety in products
- Low pack size
- Lack of sufficient promotional activities.

Opportunity

- GSK has opportunity for expand its investment and has potential growth in Bangladeshi market.
- Expanding the company's product line to meet a broader range of customer needs.
- Target and acquire an untapped marketing for vaccines
- large and growing market
- Proper utilization of vaccines may result in higher profit.
- Availability of natural resources is the most prominent reason for GSK to work with Bangladesh.
- GSK can get labors at a very cheap cost in Bangladesh
- High confidence brand name and quality

Threats

- Adverse shifts in foreign exchange rates and trade policies of government
- Fast movement of rivals
- Decrease market growth
- Growing bargaining power of the end
- high priced medicine are inconvenient for majority customers
- New expensive regulatory requirement
- lower prices competitor's products
- Increasing threats from local competitors



Chapter 3

Internship at GlaxoSmithKline Bangladesh Limited



3.0 Internship at GlaxoSmithKline Bangladesh limited

I was given the opportunity to work at GlaxoSmithKline Bangladesh Limited for three months from 15th October to 15th January 2017. It was one of the parts of my educational program. Though my major is in Human Resource Management, I am working in Ethics and Compliance department as an intern where I have learnt several practices of compliance activities of GlaxoSmithKline Bangladesh limited. Before joining, GlaxoSmithKline Bangladesh limited I thought that it would be a very difficult job for me but later, my idea has changed and I am enjoying my job.

3.1 Description of the Job

I have done different tasks that are conducted to the whole organization directly. First day, I was introduced to my supervisor, Mr. Ferdous Noyem Khan, Head of Ethics and Compliance. Then he introduced me with other HR personnel whom I would do my work. He also gave me some brief about job descriptions. I was assigned to the following jobs regularly. As I am working in Compliance department I was not permitted to write my Internship report on this and that is why I have chosen the topic 'HR Practices of GlaxoSmithKline Bangladesh limited. Basically my responsibility is to assist Mr. Ferdous Noyem Khan.

Chapter 4

Training and Development

4.0 Training and Development

Training and Development is a key to improve the performance of the employees of organization by increasing an employee's knowledge and ability to perform through training, usually by changing the employee's attitude or increasing his or her skills and knowledge. Training is a must for organizational development and success. It is helpful to both employers and employees of an organization because it brings development organization. An employee will become more efficient and productive if he or she is trained in a proper manner. Training is the process of enhancing the skills, knowledge and ability of employees for doing a job. GlaxoSmithKline believes that training process develops the thought process of employees and increase quality performance of employees and it is continuous and never ending in nature.

Training presents a prime opportunity to expand the knowledge base of all employees, but many employers in the current time consider development opportunities costly and unnecessary. Employees think that by attending training sessions also miss out on work time which may delay on their completion of projects and on the contrary, GlaxoSmithKline finds training sessions necessary in their organization that is why they conduct different types of training for the betterment of the organization. GlaxoSmithKline believes that it will decrease the errors in the work place, will increase the productivity and the performance of the employee. Chances of promotion will be increased for the employees which will boost up the satisfaction and morale of the employees.

4.1 Types of Training

For the betterment of the organization GlaxoSmithKline Bangladesh Limited focus on this section to help employees perform better. GlaxoSmithKline Bangladesh Limited conducts 2 types of training.

Internal Training Program

GlaxoSmithKline Bangladesh limited organizes in house training program where both internal and external trainer conduct training programs for individual departments. Internal training program is very helpful for the employees for the betterment of the organization as in this system they can get trained in their own working environment. Human Resources Department organizes mainly two types of internal training; for,

- Own department &
- Other departments

There are three types of internal Training GlaxoSmithKline Bangladesh Limited provides to the employees-

- On the Job Training-On-the-job training sometimes called direct instruction which is one of the earliest forms of training and it also known as observational learning .It is a one-on-one training located at the job site. In this training someone who knows how to do a task shows another how to perform it face to face.
- Formal Training- Formal Training is also known as structured training. Formal training refers to a type of learning program where the goals and objectives are defined by the training department, instructional designer, and/or instructor. GlaxoSmithKilneBangladesh Limited organizes different type of formal training to develop the employee's organizational skill.
- Mentoring- GlaxoSmithKline believes that a good mentor can make good employee by giving his valuable guidance. A coach gives direction to a less-experienced worker, the mentee. For this reason GlaxoSmithKline strictly follows whether all the mentors are doing their jobs in a proper way or not. A guide might be another worker of the organization or she might be an expert from outside the organization. On the Job Training and Mentoring are considered as less formal.

In case of formal training, there are four types of training. These are –

- Technical Training – GlaxoSmithKline Bangladesh Limited believes that for any employees technical training is a must for him to know about the work. *Technical Training* teaches the skills needed to design, develop, implement, maintain, support or operate a particular technology or related application, product or service.
- Behavioral Training –Behavioral training is necessary for the employees because in this modern corporate world good communication is very much needed. That is why GlaxoSmithKline Bangladesh Limited trains their employees on this subject to boost up their communication skill with others.
- Compliance Training – GlaxoSmithKilne Bangladesh Limited trains their employees on ethics and compliance so they can be able to know about the result of unethical activities. In GlaxoSmithKline there is zero tolerance of bribery and unethical issues. They have separate code of conducts of Anti-Bribery and Corruption which every employee must have to follow.

- Leadership - Leadership training is very much important for any organization to make good leaders. It is the way to a happy work environment , to empower employees to have a greater say in their daily work, provide opportunities for training, and encourage leadership and this is what GlaxoSmithKline wants in their organization. GlaxoSmithKline considers leadership training as an effective method of teaching modern leadersthe skills they need to lead their teams through change and to success.

4.2 Special Trainings

Write-Right: There is a special training in GlaxoSmithKline Bangladesh Limited named ‘Write-Right’. It trains the employees of GloxoSmithKlinehow to address an issue without disrespecting others. GlaxoSmithKline believes that all the employees and staff of the organization deserve respect whether they are doing well in the workplace or not. For the people who are working atGlaxoSmihKline not satisfied, they have different types of other supports to support that employee.

My-Learning:In GlaxoSmithKline Bangladesh Limited there is 90 days On-Boarding Guide named My-Learning.It is all about what training he will going to do from day1 to day 90. In this time frame employees receive several types of training and My-Learning will help them to know how it will help him/her to enrich their knowledge and how they can be more productive in the workplace.

E-Learning: It is all about train the employees of GlaxoSmithKline about how to use the electronics of the company in a proper an appropriate way. As E-learning helps employees to be scalable, allows educators to achieve a great degree of coverage for their target audience and high Learning Retention GlaxoSmithKline ensures the participation of all employees in this E-learning program.

External Training Program

Training and development of employees is one of the great necessity of GlaxoSmithKline Bangladesh limited which can pay some of the highest dividends in terms of productivity, profitability and greater customer satisfaction. External consultants and professional trainers who



have stronger skills in teaching and training than the management and supervisors within the organization, maximum time they are hired by the organization to train the employees of the company. Training is their specialty, and an outside trainer should be up to speed on all of the newest techniques and the use of technology in training and for this reason GlaxoSmithKline in some cases prefer external training programs for the employees of their organization. Employees are trained by external Training Institutes like; bdjobs, prothomalojobs etc. Employees are sent towards to the several training institute for a period of time for having the training to develop their skill, knowledge and ability and to increase the productivity of the organization.

Chapter 5

Performance Appraisal and Rewards

5.0 Performance Appraisal

Performance Appraisal is the systematic evaluation or review of the performance of employees which will help the employees to understand the capabilities of a person for further growth of organization, skill, knowledge and development. At GlaxoSmithKline performance appraisal is generally done in systematic ways which are as follows:

1. The supervisors of GlaxoSmithKline Bangladesh Limited measure the pay of employees on the basis of performance and compare it with their company's targets and plans.
2. The supervisors analyze what factors needs to be developed to develop the performance of the employees. The employers are responsible to guide the employees for a better performance.

5.1 Objectives of GlaxoSmithKline's Performance Appraisal

Performance Appraisal of GlaxoSmithKline can be done with following objectives in mind:

1. Maintaining records of the organization to analyze compensation packages, wage structure, salaries raises, etc.
2. Identify the strengths and weaknesses of the employees of GlaxoSmithKline to place right men on right job.
3. Assess the potentiality in a person for further growth and development.
4. Give feedback to the employees on the basis of their performance and related status.
5. It serves as a basis for influencing working habits of the employees.
6. Review and retain the promotional and other training program.

5.2 Advantages of Performance Appraisal

GlaxoSmithKline Bangladesh Limited emphasizes more on Performance Appraisal because of its numerous advantages. That is why GlaxoSmithKline invests more on performance appraisal which can be justified by following advantages:

1. **Promotion:** Performance Appraisal helps the supervisors of GlaxoSmithKline to chalk out the promotion programs for efficient employees.
2. **Compensation:** Performance Appraisal helps the supervisors of GlaxoSmithKline to pick appropriate compensation packages for employees. Merit rating can be done through performance appraisal. Performance Appraisal tries to give worth to a performance.

Compensation packages which include bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal. GlaxoSmithKline believes that the criteria should be merit rather than seniority.

3. **Employees Productivity:** Performance appraisal helps the supervisors to frame training policies and programs which helps to identify strengths and weaknesses of employees so that new tasks can be designed for efficient employees. It also helps in framing future development programs.
4. **Selection Validation:** Performance Appraisal helps the supervisors of GlaxoSmithKline Bangladesh Limited to understand the validity and value of the selection process. The supervisors can be able to know the validity and thereby the strengths and weaknesses of selection procedure by performance appraisal. Future changes in selection methods can be made on the basis of this.
5. **Communication Process:** For an organization, effective communication between employees and employers is very important. Through performance appraisal, GlaxoSmithKline Bangladesh Limited identifies the process of how they can improve the communication skill of the employees for the betterment of the organization. Communication can be sought for in the following ways:
 - Performance appraisal, the employers of GlaxoSmithKline can understand and accept skills of subordinates.
 - The subordinates understand and create trust and confidence in superiors.
 - Helps the supervisors to manage relationship between labors and management.
 - It develops the spirit of work and lift up the morale of employees.
6. **Motivation:** Performance appraisal works as a motivation tool in some cases for employees. Through evaluating the performance of employees, capabilities and efficiency supervisors can be able to determine if the targets are achieved or not. This motivates a person for doing better job and helps one to improve his performance in the future.

5.3 Performance Development Plan (PDP)

GlaxoSmithKline has plan named “Performance and Development Plan (PDP) “

It helps the employers to set the objective for a full year. The plan is all about how the employers can evaluate the performance of the employees in a effective and efficient way and how they can recommend the appropriate solutions for the employees to develop their skill, knowledge and ability which will also help the employers indirectly to increase the quality level and the productivity of the company.

GlaxoSmithKline Bangladesh limited do their employee review or performance appraisal in two slots which are Monthly and Annually.

- Mid-Year Discussion/ Review- In this time frame (June-July), all managers sit together with their peers and discuss what they are doing and long term or short term plans for the betterment for the organization. It is documental though it is informal.
- Annual Discussion / Review – Occurs in December where all managers sits together and discuss the performance of the company throughout the year, how all the employees are behaving like how they are taking all the responsibilities and about their actions. Managers evaluate those actions and if necessary they take disciplinary actions for the betterment of the organization. Here managers rate employees on the basis of 1-5 ratings.

5.4 Performance Appraisal Techniques

GlaxoSmithKline Bangladesh limited used those tools to make the evaluation as perfect as possible-

- Ranking Method
- Paired Comparison
- Checklists
- Graphical Rating Scale
- BARS
- Performance Test
- Field Review Technique
- Essay Evaluation etc.

5.5 Brief Discussion of some performance appraisal tools and techniques

Discussion of some important performance appraisal tools and techniques in detail is given below-

Ranking Method: The ranking system needs the rater to rank his subordinates/employees on his/her overall performance which consists in simply putting a person in a rank order. Under this method, the ranking of an employee in a work group is done against that of another employee. The relative position of each employee is tested in terms of his/her numerical rank. Here employees are ranked according to their performance levels and by this method it is easier to rank the best and the worst employee. On the contrary, this method does not test anything about how better or how worse an employee is when compared to another. When a large number of employees are working, ranking of individuals become a tough issue.

Checklist: It is the most frequently used method in evaluation of employees' performance. In this system, a large number of statements that describe a specific job are given where each statement has a weight or scale value attached to it. It is the most frequently used method in evaluation of the employees' performance. On the contrary, this method is very expensive and on the contrary it is time consuming for GlaxoSmithKline Bangladesh limited. Rater may be biased in pointing the positive and negative questions which becomes difficult for the manager to assume, analyze and weigh a number of statements about the employees' capabilities, contributions and behaviors.

Field Review Technique: This is another sort of performance appraisal done by someone outside employees' own department usually from Human Resource department. It is useful for managerial level promotions, when comparable information is needed. On the contrary, outsider is generally not familiar with employees work environment, observation of actual behaviors is not possible.

Essay Evaluation: In the essay method approach, a written statement has been prepared by the appraiser about the employee being appraised. It actually focuses on describing specific strengths and weaknesses in job performance and also suggests courses of action to improve the identified problem areas.

5.6 Performance Appraisal System of GlaxoSmithKline Bangladesh Limited

Performance Appraisal is practiced under whole HR Department of GlaxoSmithKline Bangladesh limited. GlaxoSmithKline has divided its total employees in two parts.

- Management Employees
- Non-Management Employees

Management Employees are divided into director, managers and officers. All appraisal process has been conducted once in a year with a midyear review option.

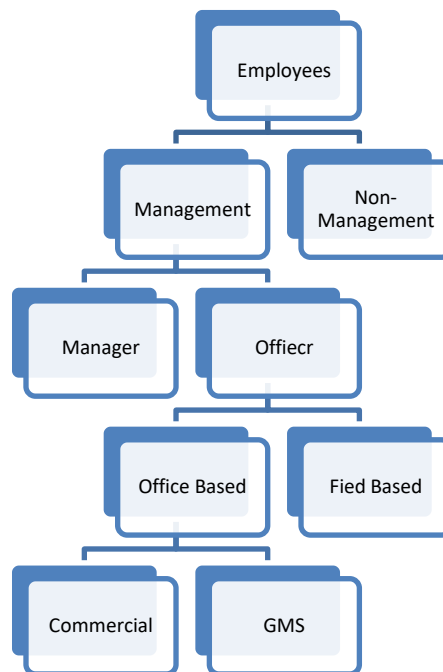


Figure: Classification of employees| Performance Appraisal

5.7 Weakness of Performance Appraisal of GSK

Some of the weaknesses of performance appraisal system of GlaxoSmithKline Bangladesh limited as found out through this research are given below-

Lack of Periodic Review- The performance review should be periodically checked to obtain accurate feedback and provide guidelines to solve the problems. It should not be viewed once in a year.

Qualitative Factors- Many of the attributes and trait's specific measuring standards were not spelt to raters as well as rates. Factors like dependability, initiative, attitudes etc. are in most cases not possible to measure. It provides scope of personal error.

Legal Defense- There is lack of legal defense in GlaxoSmithKline Bangladesh Limited. In some organizations, before giving any employee extreme low rating; the rater has to give at least two written warnings. However in GSK there is no such system as a result it may not be legally defensible.

Personal Biases- In GSK raters have the liberty to grade any number in any grading as a result there is a chance for leniency or harshness error also known as personal biasness.

5.8 Rewards

On the basis of the ratings managers of GlaxoSmithKline Bangladesh Limited design rewards for the employees of their company. If any employees get good ratings they get the promotion in return as reward. GlaxoSmithKline Bangladesh Limited considers the total reward system as One Umbrella which is actually based on employee's performance. Some rewards given by GlaxoSmithKline Bangladesh Limited are-

Salary- Salary is a guaranteed pay and is a fixed monetary (cash) reward and in GlaxoSmithKline Bangladesh Limited it is in monthly basis. Base salary is provided for doing the job the employee is hired to do. Salary actually based on Cost of Living Adjustment (COLA). On the basis of the inflation or deflation rate salary managers set all the salaries for the employees.

Paid Vacation- *Paid vacation* days are days for which an employee is *paid* when he or she takes time off from work. Increasingly, the best employees, the candidates that GlaxoSmithKline Bangladesh Limited wants most want to hire, demand *paid vacation* days as part of their comprehensive employee compensation packages



Car- Tax benefit to salaried employee when Car is provided by the employer of a company. It is a common practice in GlaxoSmithKline Bangladesh limited to provide Cars to its employees for discharging official duties.

Medical – GlaxoSmithKline Bangladesh Limited provides medical Allowance to the employees. It can only be for the employees and can also be for the family of the employee too. It actually based on the performance of the employee, how much actually he/she deserves.

Life and Disability Insurance- GlaxoSmithKline Bangladesh Limited provides Life and disability insurance to the employees as part of the total rewards package GlaxoSmithKline’s goal is to help give the employees peace of mind.

Motor Cycle Allowance- Where a staff member is authorised by the organization to use the employee’s privately owned or hired motorcycle for official purposes the employees will be reimbursed the actual expenses he/she expense for petrol and oil.

Festival Allowance – GlaxoSmithKline Bangladesh Limited provides 2 major Festivals and they have to process it 8 times annually and according to religion they give the allowance to the employees.

Picnic and Tours- Picnic and tours help employees to get reenergized and motivated towards work. For the improvement of the company GlaxoSmithKline Bangladesh Limited arranges picnic and tours for the employees.

Leave- GlaxoSmithKline Bangladesh Limited gives 25 days annual leave to all their employees.

5.9 Work-life Balance

GlaxoSmithKline Bangladesh Limited emphasizes on employees work-life balance though it is not documented. There is a flexible timing scope for the employees where the starting time of office is from 8:30-9:30. In GlaxoSmithKline Bangladesh limited employees are not encouraged to work after 6 PM. GSK provides 2 week holiday with other Government holidays along with 15 public holidays.



Chapter 6

Employee Safety

6.0 About Employee Safety

Human resources Department of GlaxoSmithKline Bangladesh limited plays an important role in ensuring employee health and safety, as they know the workplace, the employees and their job demands. GlaxoSmithKline ensures that employees can fulfill their health and safety responsibilities as outlined in the organizational policies and programs.

6.1 Employee Safety Precautions

Some employee safety precautions of GlaxoSmithKline Bangladesh limited are-

- Regular Fire Drills - It occurs in GlaxoSmithKline Bangladesh Limited twice a year. The goal of GlaxoSmithKline Bangladesh Limited of fire drills is to make employees known with emergency procedures and the location of means of egress components provided within the facility. The fire drill is a tool makes sure that occupants react in an appropriate way in the event of an actual emergency within a facility.
- Earthquake awareness – GlaxoSmithKline Bangladesh Limited has marked Pillar in their workplace for the safety of the employees and staffs in case of earthquake.
- Tea-Room – There is a tea-room at GlaxoSmithKline Bangladesh limited for refreshment and small chitchat which makes the employees more energize and motivated towards work.
- Sick Room- There is a sick room for female employees who are sick and expecting.

Other safety measures taken by GlaxoSmithkline are like smoking is prohibited in the work premises. They also provide driver safety by giving them training about passenger safety. They also provide fire extinguisher to every cars and give two wheeler safety to the employees and provide hamlet to the bikers.



6.2 Special Employee Safety Precautions

- Employee Assistance Program – It is 24 hours helpline both in Bengali and English for the employees of the organization. Here employees can share personal or work related problems and the helpline help them with appropriate solution at the same time keeping the problem as confidential. This program is global but managed by local vendors.
- Emergency Response Team – It is the service for 24 hours process/ plan for internal Emergency for example, ISIS attack.

Chapter 7

Recruitment and Selection

7.0 Company's Recruitment and Selection Process

Usually, managers and supervisors will be the ultimate responsible persons for the hiring of individuals, but the role of human resource management (HRM) is to define and guide managers in this process. GlaxoSmithKline wants to ensure they pick up the right employee for the right position and that is why they strictly maintain all the procedures regarding recruitment and selection process.

7.1 Standard of procedures of recruitment and selection process

There is a guideline for recruitment and selection process of GlaxoSmithKline Bangladesh Limited. That is called "Standard of Procedures". There is Standard of Procedures for every HR tasks of GlaxoSmithKline Bangladesh Limited. There are the steps of Standard of Procedures about recruitment and selection process of GlaxoSmithKline Bangladesh Limited

- Personnel requisition will be raised by all the heads of departments with proper justification if any vacancy arises and send it to HRD. All divisional/departmental head will assist the HR division in the recruitment and selection process.
- Respective departments will fill out requisition form if any job vacancy available in any division/department stating job description and job specification to head of HR for taking necessary action.
- HR division will examine the requisition form and take management approval for onward processing.
- Recruitment and Talent management will collect profiles of potential candidates through a number of sources like internal job announcements, CV bank of unsolicited applicants, employee and management referrals, university/institution, direct contact, advertisement in local newspaper and online job posting as applicable.
- HR division sort out the applicants in consultation with concerned division/ department.
- HR Division will invite the prospective candidates after preliminary short-listing of the candidates for interview.
- Next step is interview in combination with HRD and concerned divisional/departmental head representatives nominated by concerned division/department.
- The performance of candidates will be checked under a standard and HR division will complete recruitment and selection process in a appropriate system with the approval of management.

- HR division will inform the finally selected candidates about their selection.
- HR department ask them to report to HR Division for salary negotiation. HR Division will provide all papers/forms to the candidates on acceptance of offer pertaining to recruitment formalities to be filled out and returned to HRD by a precise date.
- After that, HR Division will offer issue letter of appointment.
- HR division will give an opportunity to sign a joining letter which will have to be returned to HR division.
- HR division will check references, original certificates which is known as background check of the candidates
- HR checks all relevant papers while working out on submission and verify photocopies of all academic certificates which will be kept in the personal file of the candidates.
- HR division will put the selected candidates on probation for a period, length of which will be decided by management

7.2 Attract applicants and collecting resumes

GlaxoSmithKline has two sources for collecting resumes.

These are:

Internal sources: Through internal sources they collect resumes. Internal sources help HR division reduce the cost. There are some sources that are used to utilize internal resources. These are:

- Employee referrals: GlaxoSmithKline Bangladesh Limited has huge number of employees and for this employee referrals are great and strong source for GlaxoSmithKline Bangladesh Limited for gathering resumes. Here employee from GlaxoSmithKline Bangladesh Limited will sign on applicant's resume. Employees also refer about internee.
- Notice board: Advertisement is placed on all the company notice board and can be recommended for suitable candidates, if any.
- Transfer and promotion: HR Division follows this source if vacant position is immediately important.

External sources:

Through these sources, GlaxoSmithKline Bangladesh Limited gathers huge and good number of applicants. The Sources are:

- Newspaper Advertisement: HR Division advertises about its job recruitment on newspapers. At first, they create an advertisement and send it for management approval. After Management approval, they contact with newspaper company for booking advertisement.
- Online Advertisement: HR Division of GlaxoSmithKline Bangladesh Limited has contract with bdjobs.com. HR manager has full access to post a circular here. Here, they advertise about mid-level and high level job.

7.3 Sort out applicants:

After the collection of Resumes, HR division of GlaxoSmithKline Bangladesh Limited starts the next step which is selection process. Resumes are chosen in two approaches. At first, HR division selects applicants' resumes. Next, they decorate resumes and send these resumes to concerned division/department. After that, that department chooses the final candidates and gives back to HR department.

7.4 Make call list and informing candidates

HRD inform applicants for interview. For this, HR division makes call list. This call list includes applicants' name, father's name, and mobile number and remarks. HR division calls applicants through two ways. If applicants' number is little, HR Division calls them by themselves and note down whether applicants are available or not.

7.5 Preparing Attendance Sheet

Before Interview HR division will prepare attendance sheet which includes applicants' name, father name, mobile number and signature box. After preparing it, it will be sent to reception. So when candidates will come, they will sign there.

7.6 Interview

The interview board of GlaxoSmithKline consists of three types of people. Some are from HR Division, some are from concerned department and another interviewer is from other department. Before starting interview, Recruitment and Talent Manager will give some overview about the

vacant job and question. In viva, interviewer asks about applicants' study and job related question and ask the candidates' situation based questions. Interviewers give some situation to know that how candidates will response in given situation. Than they also ask candidates about expected salary and ask the applicants whether they have any job experience or not, if they have they also ask about job condition and reason of leaving that organization. Interviewers basically evaluate some aspects from candidates. These aspects are-

- Job understanding
- Communication skill
- Leadership
- Decision making abilities
- Judgment abilities
- Technical skill

All interviewers will mark candidates and then they will select the average all interviewers' mark and select final person. They also select additional two or three applicants. If first choice applicant is not available, they can go for second and third best candidate.

7.7 Call the final candidate

HR division wants to make sure that finally first choice candidate will attended their organization. If first choice does not expect their condition, HR division will go for second best or third best choice. Then HR division calls finally selected on fixed date to bring necessaries papers.

7.8 Employment Background Check:

New joiner has to submit some important documents. These documents are:

- Updated resume:English
- Employee Information Form: In this form new joiner will give information about his/her name, permanent and present address, phone number, email address, academic description, prior work experiences, emergency contact etc
- Certificate and Transcript: New joiner has to give all original and photocopy of all certificates. The photocopies must be attested.
- Release order: If new joiner has previous job experience, he/she must get back release order from previous organization. Otherwise, he will not be able to join here.
- 7 copy passport size photograph: New joiner will give seven copy passport size colored photographs with his/her name and signature at the back which must be attested.

- National ID card photocopy: New joiner will give two photocopies of his/her Identity Card. He will also give one photocopy of nominees' Identity Card and all photocopies of Identity Card has to be attested.
- Nationality certificate: New joiner will provide national certificate which is issued by union chairman.
- Joining letter: HR Division will provide joining letter where terms and conditions will be written about job and organization. Here, new joiner will sign below the joining letter.
- Nominee form: The new joiner will mention three persons in the nominee who will get benefits if employee dies.
- Medical certificate: New joiner will submit medical certificate from any government medical officer or civil surgeon.
- Blood group: New joiner has to submit blood group report.
- Educational certificate: After submit educational certificate, at first, HR Division will justify these certificates.
- Driving license: If new joiner driving license, HR Division will apply to get information from BRTA about himself/herself.

7.9 Future Leader Program (FLP)

GlaxoSmithKline Bangladesh Limited has a special recruitment program named Future leader Program (FLP) for their organization every year. For this program GlaxoSmithKline Bangladesh Limited do different types of promotional activities for branding the employees. They do different types of career development programs and road shows in Universities.

For candidates who want to be selected in this program they have to pass the written examination first and then for interviews. It is actually a day long program which also includes group discussion and core presentation.

Suggestion for Improvement

After completing internship program, I have come up with some recommendation which GlaxoSmithKline Bangladesh Limited do for their improvement. These are:

1. HR Division should introduce online requisition system so that HR division will get requisition form immediately and it will make the process faster.
2. HR Division needs enough space to maintain CV bank. It will help employers to find resumes easily.
3. In written, viva or practical exam, there should not be any unfairness. Otherwise GlaxoSmithKline Bangladesh Limited will lose appropriate candidates.
4. HR division should also communicate with failed candidates. At least, they can send an email on applicants' account.
5. HR division can also minimize using paper on its recruitment and selection process.
6. HR division should be also more focus on management assessment centers in its selection process because it will help them to judge applicants according to perform realistic job.
7. GlaxoSmithKline Bangladesh Limited should start training its managers on better interviewing.

Chapter 8

Findings

Findings

In my internship at GlaxoSmithKline Bangladesh limited, I have observed and found different issues. These are:

1. In their Recruitment and Talent management team, there are some employees who have done all the recruitment and selection process which is not sufficient. So when work pressure is really high, number of these employees is not enough.
2. HR Division of GlaxoSmithKline Bangladesh Ltd does not contact with those candidates who failed in their recruitment and selection process.
3. The company always tries to maintain a good working environment, health & safety procedure which is certified internationally
4. Most of the raters do not maintain any log to record employees any positive or negative behaviors so there is a chance of reagency error.
5. Though there is a provision of periodic review but it is hardly done. The management desires it should be done bi-annually.
6. In GlaxoSmithKline Bangladesh limited the superiors only do the rating and there is no provision of rating by the peers or subordinates.
7. The measure of performance at GSK is able to reflect the differences between high and low performers.

Chapter 9

Recommendations

9.0 Recommendations

I have come up with some recommendation which help GlaxoSmithKline Bangladesh limited for their improvement. These are:

1. HR Division of GlaxoSmithKline Bangladesh Limited should introduce online requisition system. As a result, HR division will get requisition form immediately and it will make faster its process.
2. HR Division needs enough space to maintain CV bank so employees will be able to find resumes easily.
3. In Interview there should not be any unfairness. Otherwise GlaxoSmithKline Bangladesh will lose appropriate candidates.
4. HR division should also communicate with failed candidates. At least, they can send an email on applicants' account when they try to follow up.
5. HR division can also minimize using paper on its recruitment and selection process.
6. HR division should be also more focus on management assessment centers in its selection process which will help them to judge applicants according to perform realistic job.
7. GlaxoSmithKline Bangladesh Ltd should start to train its managers on better interviewing
8. Inorder to make the whole system fair and unbiased GSK, Bangladesh should eliminate personal biases from the system as soon as possible.
9. GSK, Bangladesh should not view evaluation as simply as once a year completion of rating forms; on the contrary, it should be continuous process.
10. In appraisal system most of the cases only the supervisors of a particular employee appraise his/her subordinate's performance and for this reason biasness can occur.
11. For the evaluation system to work well, the management of GSK should ensure that; employees must understand it and they should feel that this is a fair way to evaluate performance.
12. In case of using 'Graphic Rating Scale' rating for performance outcome should be in a systematic way.



Chapter 10

Conclusion



In conclusion, I would like to look at the extent to which GlaxoSmithKline Bangladesh limited hold themselves accountable for effective HRM systems and support to the Merit System Principles (as appropriate) or other organizational values and policies. In sum, the organizational performance of GlaxoSmithKline Bangladesh limited could be explained by its effective recruitment and selection practices and performance appraisal practices. A research showed that the value of a company's human resource assets may not show up directly on its balance sheet; it nevertheless, has great impact on an organization's performance. There was not sufficient information to show that GlaxoSmithKline Bangladesh Limited remuneration practices as well as its training and development practices contribute positively towards its corporate performance, as received by the employees. In addition, copies of the HR policy should be available to all employees of the company to confirm widespread dissemination and application of the policies and it will be better for the employees. Management should continue to ensure that the recruitment and selection process is fair. There should be measures that will confirm that all recruitment and selection practices support to the standards and policies of the company since effective and efficient recruitment and selection process will ensure positive financial returns for the company, either through confirming effectiveness on the part of employees, or cost deduction linked with training and retraining of employees.

Abbreviation

MNC= Multinational company

GSK= GlaxoSmithKline

LTD= Limited

PLC= Public limited company

CEO= Chief Executive Officer

PDP= Performance Development Plan

MBO=Management By Objectives

HRP= Human Resource Planning

HR= Human Resources

HRD= Human Resources development

HRM= Human Resource Management

ABAC- Anti Bribery and corruption

PDP- Performance and Development Plan

COLA- Cost of living Adjustment

FLP- Future Leader Program

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