

**INTERNSHIP REPORT**

**ON**

**“PERFORMANCE APPRAISAL OF  
GLAXOSMITHKLINE  
BANGLADESH LIMITED”**



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**BRAC Business School**

**INTERNSHIP REPORT**  
**ON**  
**“PERFORMANCE ANALYSIS OF GLAXOSMITHKLINE**  
**BANGLADESH LIMITED”**

Submitted To

Zaheed Husein Mohammad Al-Din

Senior Lecturer

BRAC Business School

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Submitted By

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BRAC Business School

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Course Code: BUS400 | 12<sup>th</sup> April, 2018

12<sup>th</sup> April, 2018

To

Zaheed Husein Mohammad Al-Din

Senior Lecturer of BRAC Business School

BRAC University

66 Mohakhali, Dhaka

Subject: Submission of Internship Report on ‘Performance Appraisal of GSK Bangladesh Ltd.’

Dear Sir,

This is my great pleasure to have the opportunity to submit the Internship Report on “Performance Appraisal of GSK Bangladesh” which was assigned by you as an essential part of the Internship Program. While doing the Internship report I have gained much knowledge about the organization as well as could relate the theories that I have learned.

I tried my level best to make the report more authentic and creditable. In my report, I have tried to identify and describe the broad performance appraisal of GSK. Through my best sincerity, I tried to evaluate their performance appraisal within several limitations. I sincerely hope and believe that these findings will be able to meet the requirements of the course.

Therefore, I would like to place this report for your kind judgment and valuable suggestion.

Thank You.

Sincerely Yours,

.....  
Syeda Samora Bakht

ID: 14104031

BRAC Business School

BRAC University

## LETTER OF ENDORSEMENT

The Internship Report entitled ‘**Performance Appraisal of GSK Bangladesh Ltd.**’ has been submitted, to BRAC Business School, for partial fulfillment of the requirements for the degree of Bachelor of Business Administration. Major in Human Resource Management and Finance from BRAC University on April 5, 2018 by Ms. Syeda Samora Bakht, ID# 14104031. The report has been accepted and may be presented to the Internship Defense Committee for evaluation.

(Any opinions, suggestions made in this report are entirely that of the author of the report. The University does not condone nor reject any of these opinions or suggestions).

---

Zaheed Husein Mohammad Al-Din

Internship Supervisor Faculty

Senior Lecturer

BRAC Business School

BRAC University

## ACKNOWLEDGEMENT

At first, I would like to show my gratitude to the almighty Allah. Without His support I would never have been able to complete this report writing within the scheduled time.

The internship opportunity that I had with Glaxo SmithKline Bangladesh Ltd was an incredible opportunity for learning and professional advancement. Accordingly, I see myself as a fortunate individual as I was provided with a chance to be a part of it. I am also very happy to acknowledge the help and support I got from some very humble hearted people who have helped and supported me to accomplish this task.

I am utilizing this chance to offer my most profound and special thanks to the HR Manager of GSK, Mohammed Saiful Islam, who despite of being busy with his responsibilities, invested significant time to hear, guide and keep me on the right way and enabling me to do my project at their respected organization.

I express my deepest thanks to Stawb Peter Halder, HR Operations Manager & Rewards Lead, for participating in valuable decision and giving important advises and direction. I choose this moment to appreciate his contribution gratefully.

It is my radiant sentiment to place on record my best regards, deepest sense of gratitude to Ms. Saira Afzal (HR Executive- Operations) and Ms. Humaira Islam (HR Executive- Consumer Healthcare) for their careful and precious guidance which were extremely valuable for my study both theoretically and practically.

The first name that comes to my mind is Zaheed Husein Mohammad Al-Din, senior lecturer, BRAC Business School, BRAC University. I am happy to express my courteous gratitude to him for his whole-hearted guidance in my internship period. His suggestions and comments to make the internship report a good one has been a great source of inspiration to me and his time-to-time inquiry about the progress of my task has been a great drive for me to complete this report at a scheduled time.

## **EXECUTIVE SUMMARY**

In 1949, GlaxoSmithKline began its journey as an importer of its own items and these activities used to take place in Chittagong. However, at the end it developed its parts to assembling area and built up production line in Chittagong. Furthermore, GSK is working in Bangladesh for a long time and it's truly giving fantastic service in Pharmaceutical and Consumer Healthcare sector. GlaxoSmithKline has a solid Human Resource department which supports the organization to achieve the objectives and works with a focus of accomplishing the mission and vision of the organization.

The objective of the report is to identify how performance appraisal is practiced in GSK Bangladesh Ltd and to what extent does it match with my educational program. The performance appraisal of GSK is done by the HR department.

This report was made based on both primary and secondary data. I have gathered primary data from my daily observation and interviewing personnel and secondary data was collected from the employee handbook of the organization, website, and relevant books. The report mainly focuses on how performance appraisal is conducted in GSK and the company evaluates employees' performance. This report also demonstrates my opinion on performance appraisal of GSK and provides some recommendations which might benefit the organization.

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# CHAPTER 1: INTRODUCTION

### **1.1. Origin of the report**

This report has been prepared for the partial fulfillment of the course BUS400: Internship. As per the completion of BBA program at BRAC University, I have created this report on the topic “Performance Appraisal of GSK Bangladesh”. The report was supervised by Mr. Zaheed Husein Mohammad Al-Din, Senior Lecturer at BRAC University and I am thankful to him for assigning this project.

### **1.2. Objective of the study**

The main objective of the study is:

- To provide a critical study about the performance analysis of GSK Bangladesh Ltd.

Other secondary objectives are-

- To fulfill academic requirement
- To focus on performance appraisal practice in GSK
- To provide some policy guidelines for improving current EPA situation of IFIC Bank
- To match the theoretical knowledge with practical knowledge
- To gain practical knowledge about corporate world

### **1.3. Scope of the study**

The scope of the report was to get a real life exposure. It gave me an elaborate knowledge about the Performance Appraisal system of GSK. I have got the opportunity to observe what is actually happening at GSK and how they are using the performance appraisal tools. By studying the performance appraisal system of GSK, the depth of my knowledge has increased to a different level by relating the theories with practical life experiences.

### **1.4. Methodology of the report**

For achieving the specific objective of this study, we have collected the related data both from primary and secondary sources.

Primary data have been collected from:

- Interviewing and interacting with the HR manager of GSK Bangladesh Ltd.

- Observing organizational human resource departmental activities

Secondary data have been collected from:

- The annual reports of GSK Bangladesh Ltd.
- Website and employee handbook of GSK Bangladesh Ltd

### **1.5. Limitation**

- Corporate executives usually remain very busy due to which it is difficult to get adequate time from them.
- Employees are not allowed to provide delicate and confidential data to interns.
- Time constraint is another significant part for limitation of study.
- In practical life many things change so the theories and real implications might differ.

### **1.6. Broad and Specific Objective**

#### **Broad Objective**

- ✓ To identify the current Performance Appraisal system of GSK Bangladesh Ltd.
- ✓ To identify the strengths and shortcomings of their framework.

#### **Specific Objective**

- ✓ To examine the performance appraisal process of GSK Bangladesh Ltd.
- ✓ To pinpoint any weakness (if any) in the performance appraisal system of this company.
- ✓ To provide necessary recommendations for improving any kind of deficiency (if any) in executing the performance appraisal system at GSK.

# CHAPTER 2: LITERATURE REVIEW

## Literature Review

Performance Appraisal (PA) normally includes —assessing performance in light of the judgments and sentiments of subordinates, peers, administrators, different directors and even specialists themselves (Jackson and Schuler, 2003). There are the some strategies which are used to quantify/check and managed employees' performance also, for example, free essay, appraisal based on rating and ranking, and the 360-degree feedback. These techniques are essentially quantifiable and not very time wasting, with the exception of the 360-degree strategy. The 360 degree strategy is used less for evaluating employee (Kateřina, Andrea, and Gabriela, 2003).

Experts have noticed that job satisfaction is directly related with worker turnover, degrees of consistency, non-appearance and indirectly to job performance and efficiency. (Shore, Newton et al, 1990). The connection between job satisfaction and job performance has been the issues of numerous studies. For the most part an appraisal, performance survey or a career advancement discussion is a strategy by which the job performance of an employee is assessed as far as quality/amount/cost/time (Prasad, 2015).

Performance Appraisal manages such issues as employees assessing convenience, precision, objective setting methods and criticism systems. (Dobbins, Candy and Plat-Vieno, 1990). Addressing the issue of utilizing a Performance Appraisal, Longenekar, Sims and Gioia summarizes as —the principle concern is the what is the best way to utilize the evaluation procedure to motivate and reward employees (1987, p 191). As a procedure, performance appraisal is viewed as a key supporter of prosperous human resource management, as it is firmly related with hierarchical performance (Erdogan, 2002).

The connection among performance appraisal and satisfaction and work performance was both facilitated and moderated by employees' intrinsic work motivation.

# CHAPTER 3: ORGANIZATIONAL OVERVIEW

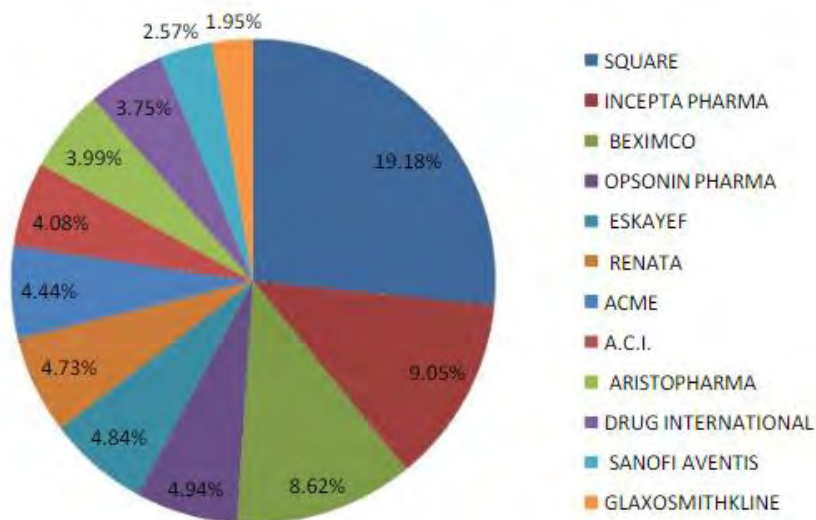
### 3.0. Overview of Pharmaceutical Industry in Bangladesh

In Bangladesh, Pharmaceutical industry is a prosperous sector which is contributing in the nation's economy. After the briefing of Drug Control Ordinance - 1982, the improvement of this area was quickened. The expert intelligence, speculations and creative concepts of the pharmacists working in this segment are the key components for this advancement. There are around 231 organizations in this area and the estimated total market size is about Taka 76,500 million per year of which around 94% of the entire stipulation of medicines is made by the local organizations and the rest 6% is foreign made. The foreign medications mostly includes the cancer drugs, antibodies for viral diseases, hormones etc.

Locally, Bangladeshi pharmaceutical companies conquers 82% of the market; privately based MNCs represent 13%, and the last 5% is foreign made. Although 235 pharmaceutical organizations are enlisted in Bangladesh, just around 80 are currently making drugs. The main 30 to 40 organizations control nearly the whole market; the top 10 hold 70% of local market share; and the best two, BEXIMCO and SQUARE, capture more than 30% of the market.

The top 12 leading pharmaceuticals company in Bangladesh including local and MNCs are - Square, InceptaPharma, Mexico, Renata, A.C.I., Aristopharma, Drug International, Sanofi Aventis, and GlaxoSmithKline. Market share of those top pharmaceutical companies' are shown on a chart below-

## Market share



*Figure 1: Market Share of Pharmaceutical Industry in Bangladesh*

### 3.1. GSK Overview

GSK GlaxoSmithKline Plc. is a British global healthcare company that is engaged in research and development of a broad range of innovative products in three primary areas: Pharmaceuticals, Vaccines and Consumer Healthcare. Headquartered in Brentford London, GlaxoSmithKline was rated the World's sixth largest Pharmaceutical Company in 2015. The company has a primary listing on the London Stock Exchange and is a constituent of the FTSE 100 Index. It has a secondary listing on the New York Stock Exchange.

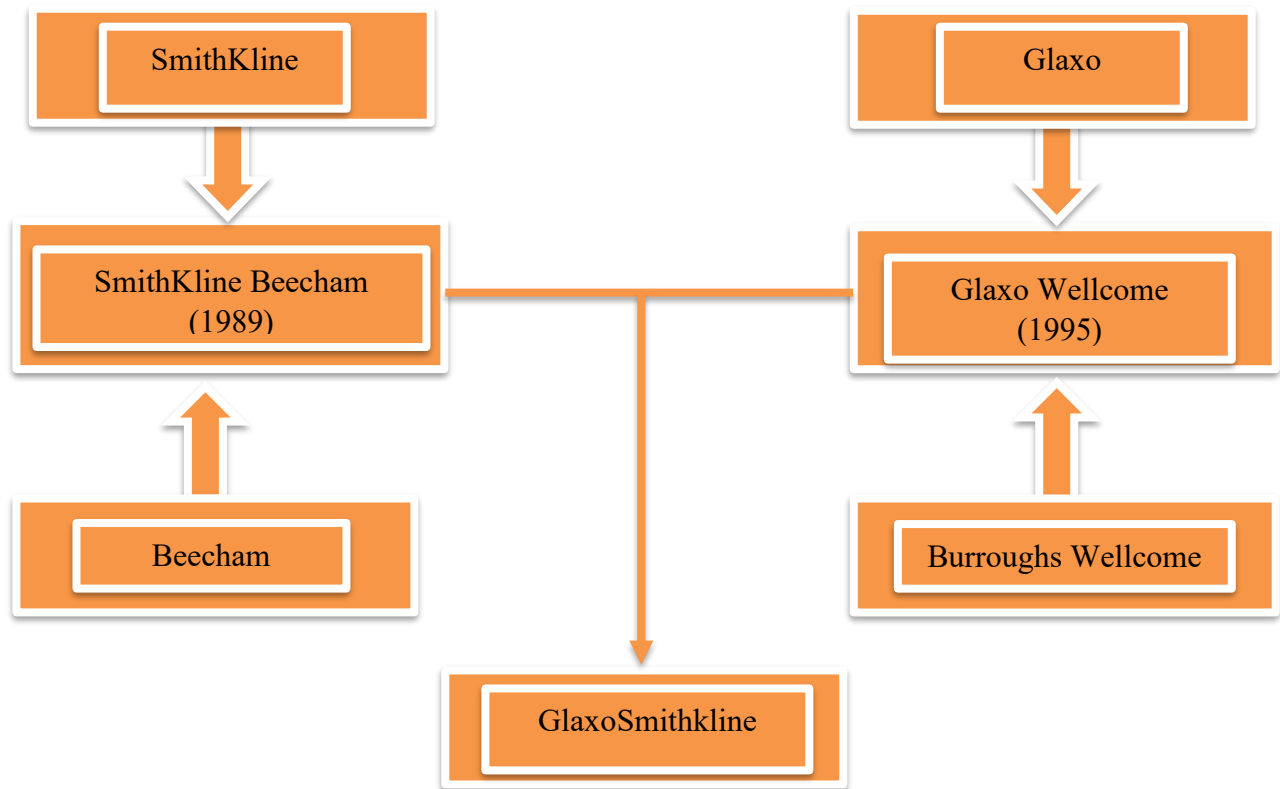
GSK (GlaxoSmithKline) being a leading healthcare business at the forefront of global pharmaceuticals and science is one of the most popular and competitive companies in terms of recruitment, as it is a highly-respected company with excellent benefits and career prospects, providing several opportunities for graduates hoping to progress and move up the career ladder in the pharmaceuticals industry. Today the company is divided into three main segments: pharmaceuticals (treating cancer, heart disease and HIV/AIDs), vaccines (treating hepatitis, polio and typhoid), and consumer healthcare (treating oral and skin problems) and has grown steadily, selling products in more than 170 countries. GSK's mission is to improve quality of life by enabling people to do more, feel better, live longer.



### 3.2. History of GSK

Year	History
1830	John K Smith and his brother-in-law open a drugstore in Philadelphia, which would later become Smith, Kline & Company.
1848	Thomas Beecham launches the Beecham's Pills business in England
1880	Burroughs Wellcome & Company established in London by pharmacists Henry Wellcome and Silas Burroughs.
1891	Smith, Kline & Company acquires French, Richards and Company. The original company that John K Smith founded went through numerous name and ownership changes before becoming Smith, Kline & French Company.
1906	'Glaxo' trademark is registered. Joseph Nathan & Co. Ltd. realised that selling dried milk as an infant food called for a more appealing name than <i>Defiance</i> , the name used in New Zealand. They started with Lacto, and by adding and changing letters, the name Glaxo was born.
1989	Merger of SmithKline Beckman and the Beecham Group to form SmithKline Beecham plc.
1995	Glaxo and Wellcome merge to form Glaxo Wellcome Plc. the world's largest pharmaceutical company.
2000	Merger of Glaxo Wellcome and SmithKline Beecham creates GlaxoSmithKline Plc., known as GSK.

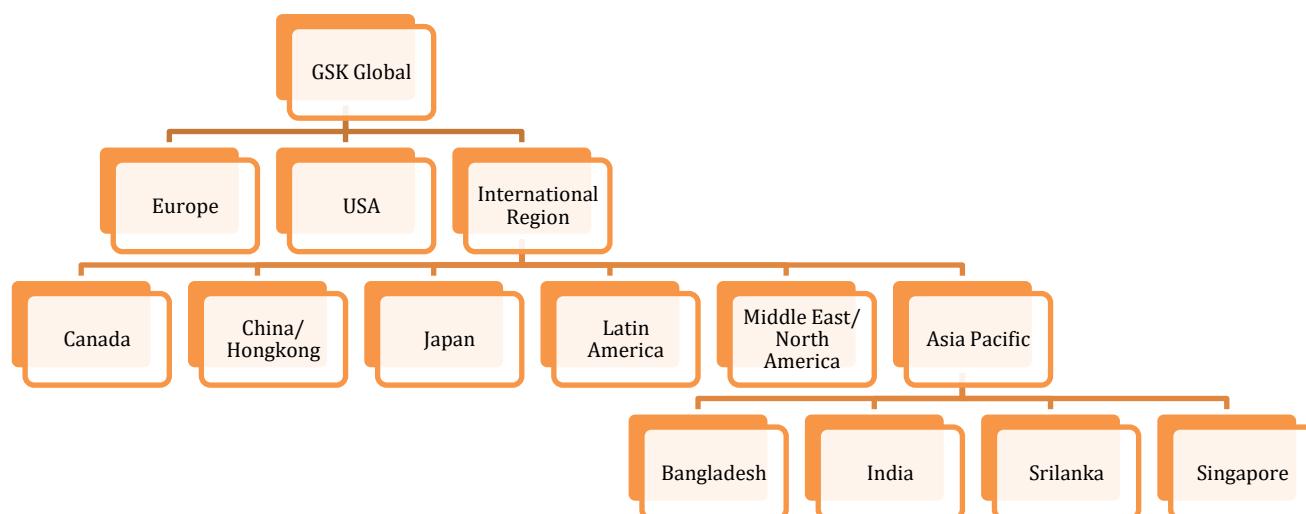
*Table 1: History of GSK*



*Figure 2: Formation of GSK*

### 3.3. Global Operation

The operation of the organization divides into three geographical area- Europe, the USA and International and each of which has distinct pharmaceutical and consumer healthcare organizations. GSK pharmaceuticals International regions split into 7 geographical regions. The complete division is shown below-



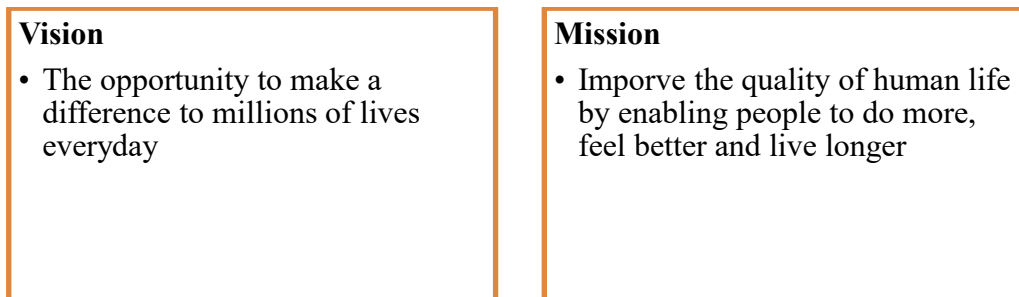
*Figure 3: Global Operation of GSK*

### **3.4. GlaxoSmithKline Bangladesh Limited**

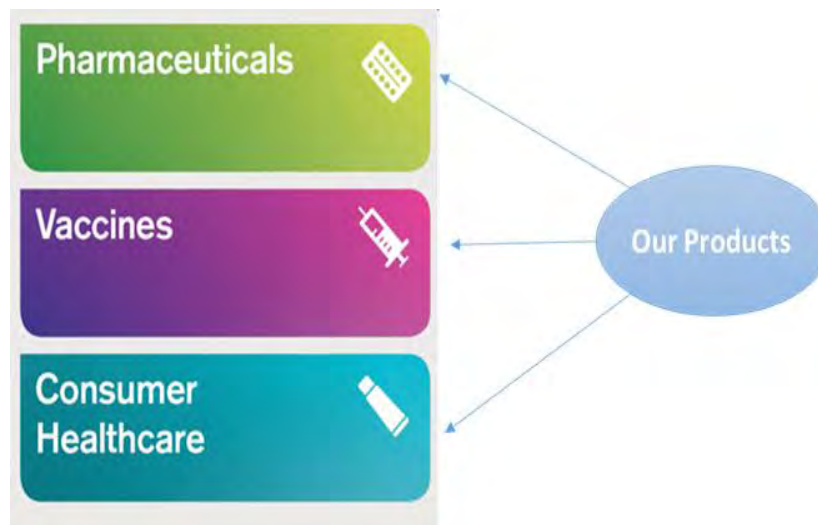
GSK Bangladesh Ltd is a subordinate of GSK Plc.; world’s leading research based pharmaceutical company. The principle activities of the company are manufacturing and marketing of pharmaceutical, vaccines and healthcare products.

GlaxoSmithKline conducts the operational exercises in Bangladesh with its own set-up of assembling, advertising and distribution. The organization has begun business in Bangladesh in 1949 at Chittagong by bringing in items from U.K. Method of conveyance of items were mostly done by railroad package and post parcel. The Chittagong production line of GlaxoSmithKline Bangladesh Limited is considered as the Center of Excellence in Global assembling and supply system of the group. In 1988 the head office was relocated to Dhaka. Apart from the production and the manufacturing functions, all other functions operate in the head office.

### 3.5. Vision and Mission



### 3.6. Products of GSK



*Figure 4: Products of GSK*

- **Pharmaceuticals:** GSK’s broad pharmaceuticals product line includes antibiotic, antidepressant, gastrointestinal, dermatological, respiration, cancer and cardiovascular medications. GSK has a variety of vaccine products, including hepatitis A and B, diphtheria, tetanus, whooping cough and influenza.
  - ✓ **Medicines:** Company’s Organization's pharmaceuticals business finds, creates and makes medicines to treat a wide span of the world's most basic intense and incurable sicknesses.

- ✓ **Vaccines:** GSK's vaccines business creates, delivers and conveys more than 1.9 million antibodies consistently to individuals crosswise over more than 150 nations.
- **Consumer Healthcare:** GSK Consumer Health brings oral health care, over the counter medicines and nutritional health care products to millions of people. The company has a portfolio of some of the world's most trusted and best-selling products in Pain Relief, Oral health, Respiratory, Nutrition and Skin health.

### 3.7. GSK Values

#### GSK Values

As one of the world's biggest pharmaceutical organizations GSK guarantees that their activities reflects their Values, and adjust to the fundamental benchmarks and policy controls required by law. To accomplish this, they should all show individual duty to perform with the utmost moral honesty in their business activities, which will in turn enable them to accomplish their aggregate objective to be a mindful world-class pioneer in the pharmaceutical business.

### 3.8. Code of Conduct

GSK's Code of Conduct applies to employees and any individual who works for or for the benefit of the organization. It enables the organization to comprehend the qualities that guide their work. It depicts the practices we as a whole need to show to bring those qualities in life. Similarly, it demonstrates us how living our esteems helps us to satisfy the organization's central goal of helping individuals do more, feel better, and live longer.

- ✓ Be patient focused- Put patients and consumers first

GSK focuses on what is right for patients and consumers. They work with their partners and customers to improve healthcare and find new medicines and vaccines. Regardless of their role, they strive to understand how their work impacts patients and consumers.

- ✓ Act with integrity- Do the right thing

GSK maintains the ethical standards with integrity and follows the law. Moreover, GSK does everything they can to keep a good relationship with the companies they work with and the

societies in which they live and operate. By doing so, GSK protects the interests of their patients, consumers and their business.

- ✓ Demonstrate respect for people- Inspire each other to achieve great things

GSK has a friendly environment and always show respect to colleagues/peers with the organization. They support employees to achieve greater things and embrace diversity and individuality. Each and every employee contributes in ensuring a work environment which is even-handed and across the board prevails a work environment where human resources respect diversified culture in which they operate in.

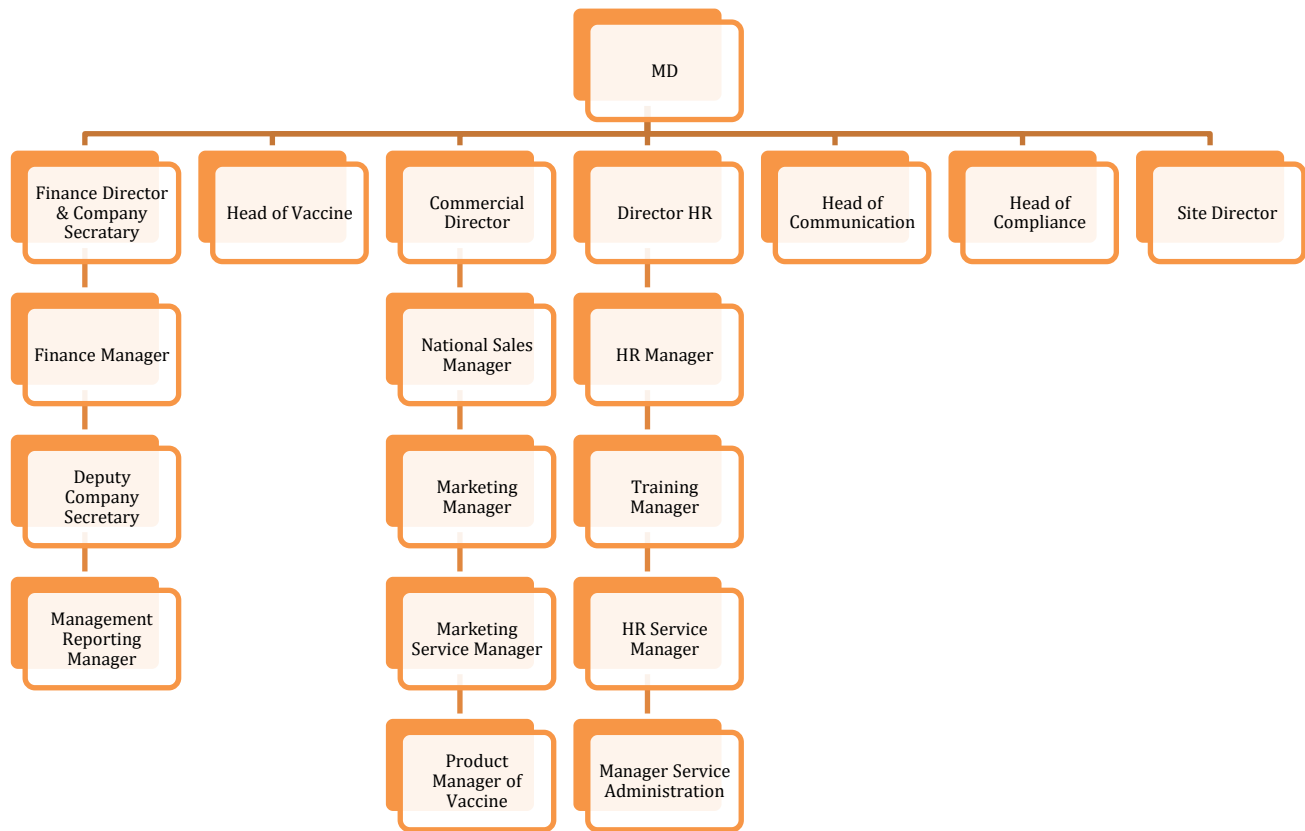
- ✓ Operate with transparency- Honesty, clarity and authenticity must be ensured.

If we wish to build a trustworthy bond at workplace, transparency is a prerequisite. GSK aspires to remain truthful and clear about the task that have been assigned and the way it is being performed. This helps the employees to ensure unity and also, uplifts the team as a whole when are observed by the communities the team is working with. Such attitudes signifies that the team GSK is always ready to take any challenge, we are open to challenge, talk and improvise skills if required.

### **3.9. Board of Directors**

- Mr. David Pritchard- Chairman
- Ms. Erum Shakir Rahim- Managing Director
- Mr. Rajib Barua- Site Director
- Prashant Pande- General Manager, Consumer Healthcare, MyBaN
- Masud Khan- Non-executive director
- Kazi Sanaul Haq- Non-executive director
- Mohsin Uddin Ahmed- Non-executive director

### 3.10. Company Organogram



*Figure 5: Company Organogram*

### 3.11. Functional Department of GSK

GlaxoSmithKline has five major Departments. These are-

Human Resource: The Human resource wing of GSK Bangladesh looks after both the pharmaceuticals and the consumer healthcare branches. The department not only manages the human resources of Bangladesh but also Myanmar, Nepal and Bhutan. These are the following core tasks performed by the department- recruitment and training, talent acquisition, compensation and benefits, ensuring employee health and safety, performance evaluation appraisal etc.

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

- ✓ Design and implement sales strategies

- ✓ Control and grow distribution network
- ✓ Design promotional activities
- ✓ Build public communication network
- ✓ Look after all the brands and patents

Finance: GSK gives proper importance to its finance department. Based on 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, GSK's financial statements are prepared. The tasks of finance department are - Control the accounts, prepare 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.

Medical & Regulatory Affairs: This department is primarily responsible for performing tasks like discussion with the government to settle down legal issues, communicating with the doctors, handling advertisements- all these tasks are performed to ensure 'a better quality of life to the patients'.

IT: The IT department is very small at GSK Bangladesh Ltd. but has some challenging task to perform as all the employee records are maintained online and the wing has to ensure that, confidential information are all the time protected. Also, smooth global communication needs to be ensured by the department. Moreover, all the laptops and other electronic gadgets are maintained under their supervision.

Supply Chain: This department serves as a support to the marketing and manufacturing department by ensuring good quality and also easy availability of raw materials.

### **3.12. SWOT Analysis**

#### **Strength**

- ❖ As a pharmaceutical company the global value of GSK is extremely high and the company was able to ensure such standards because of its outstanding performance.
- ❖ Renowned for better quality products.
- ❖ GSK always abide by the GMP policy i.e. good manufacturing practice policy.



- ❖ The workforce has proved its efficiency, perseverance and capability through its performance
- ❖ The local and the global demand of GSK products ensures the growth of the business.
- ❖ The company has enough financial resources to support the growth of the business.

### **Weakness**

- ❖ The factories are not enough utilized properly.
- ❖ Unit cost of the pharmaceutical products are comparatively higher than the key competitors
- ❖ The sales force/ distribution network is comparatively low

### **Opportunities**

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

### **Threats**

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

# **CHAPTER 4: INTERNSHIP AT GSK BANGLADESH LTD.**

#### 4.1. First Month Learning

I have joined Glaxo SmithKline Bangladesh on April 08, 2018 as an HR intern. In the first month of my internship program I have been assigned different tasks from time to time which has helped me to know the company more, how the system works internally in the HR wing and then help the different HR employees of this department accordingly. The first week was more of an orientation week and I was explained elaborately the roles of an HR executive, HR operations manager and the HR head. In the second week, I was assigned my first task, making an employee handbook. It was a very lengthy work and was given two weeks for making this book. It contained all the HR policies and procedures that an employee must know before starting his/her work at GSK Bangladesh. For making this book I had meetings from time to time with the HR executives and the operations manager to know more about the policies and procedures and then I started working on it. The employee handbook contained the following content-

- ✓ Code of conduct
- ✓ New joiner's action
- ✓ Working hours
- ✓ Environment, Health and safety
- ✓ Compensation and benefits
- ✓ Medicals
- ✓ Salaries and bonus
- ✓ Leave policy
- ✓ Termination of employees
- ✓ Dismissal
- ✓ Retirement
- ✓ Return of property
- ✓ Employee Exit process

Again, I have also prepared an Internship handbook in the last week of the first month. This book was made both for internal people and for the interns. This book talks about the recruitment policy of the interns, the code of conduct for them and the pay amount. As per order, I have also designed a requisition form for the employees that must be used for placing a formal invitation to the HR wing to recruit interns for the respective department as per demand.

Throughout this whole month, I got the opportunity to study the HR policies and procedures of a multinational company like GSK Bangladesh. The complex compensation and benefit system was described elaborately by my line manager for writing the book which has helped me to acquire practical knowledge about how the system works. How the employees can apply for leaves by raising HR ticket, how the internal conflicts are settled down peacefully, on what ground employees are dismissed, the retirement system and the official procedure for closing the file of an employee permanently.

#### **4.2. Second and Last Month Learning**

In the second month of our learning period I have done both HR related work and supported the administration team with a project.

These are the following activities that I have performed throughout the whole month -

- ✓ Goody bag project (for new employees)
- ✓ File sorting
- ✓ Inspection of factory practice according to labor law amendment 2006
- ✓ Bill cross checking and clearance

The first three tasks were HR related. GSK does not have the system of welcoming new employees with souvenirs or refreshments. Hence, my supervisor asked me to make a goody bag and what other things can be done to confirm a warm welcome of the new employees. Hence to ensure that employees feel greeted with respect and some expectations, I came up with the idea of putting the following things inside the goody bag-

- ✓ A card (a message from the HR director)
- ✓ A T-shirt
- ✓ Few chocolates
- ✓ A note pad and a pen
- ✓ A key ring
- ✓ A hanging plaque card in the cubical saying “Hi! I’m new”

All these things were designed by me and was well appreciated by my supervisor in the accomplishment of the task. Another challenging task was ‘file sorting’. GSK maintains a file for

each of the employees containing all the necessary documents of the employees. I had to put all the salary review statements and other documents in the files of each of the employees. This was the most hectic task and took the longest time to finish the task. Another task which was completely related to one of my courses, HRM 410(Industrial labor relation management), was the inspection of various HR practices in the GSK factory in Chittagong compared to the labor law amendment 2006. The government raised few questions regarding few practices, hence, I had to go through all the issues and also read the labor law book thoroughly, compare the differences and make the changes as per the order. This task was also a successful one. The final task was a non-HR related work. I supported the administration with bill clearance of two months sent by Grameenphone. The bill of each of the employees were inputted in the excel sheet and had to adjust the negative balances too. This was then forwarded to the accounts department for further clearance.

Although, I was able to relate only the labor law task with my courses, the other project, file sorting, has helped me to know more about the HRIS system of a big MNC like GlaxoSmithKline Bangladesh. How such a big amount of data is stored in the store house and also online. Moreover, while making the goody bag, while making the cards and putting the other stuffs in the goody bag, I had to keep on reminding myself, when a new employee will open the goody bag, what will ensure a sense of warm welcome and will bring a drive in them to work better.

I was able to complete all these tasks successfully and my work was highly valued by my supervisor, HR Head and HR Director. All these somewhat has helped to know more about the different HR practices in an MNC like Glaxo SmithKline Bangladesh where they keep on taking initiatives to ensure a better work place.

These three months' journey was indeed a journey of learning as I was able to witness the practice of the theories in real world and how the system actually works in a big multinational company like GSK Bangladesh Ltd. It is indeed no less than a challenge to maintain the human resources and keep them all intact under one roof. The whole program has been a great contribution, more of a learning and training period before I enter the corporate world.

# CHAPTER 5: PERFORMANCE APPRAISAL

### **5.1. Performance Appraisal**

It is a systematic evaluation of an employee's performance and commitment to an organization. Companies utilize performance appraisal to provide employees with feedback on their work and to justify pay increments and rewards, as well as termination decisions. They can be executed at any given time but tend to be yearly, semi-annual or quarterly.

GlaxoSmithKline conducts performance appraisal in organized ways which includes:

- ✓ The managers of GSK Bangladesh Ltd measure the compensation of employees based on performance and contrast it with their organization's objectives and goals.
- ✓ The managers evaluate what components should be established to improve the performance of the employees. The supervisors are liable to lead the employees for a superior performance.

### **5.2. Objective of GSK's Performance Appraisal**

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

- ✓ To identify the gap between the actual and the expected performance
- ✓ Reinforces the connection between supervisors and employees
- ✓ To analyze the qualities and shortcomings of the individual in order to recognize the training and development needs
- ✓ To give feedback to the employees based on their previous performance
- ✓ Evaluating an employee to determine the remuneration packages, wage structure, salary raises, etc.
- ✓ Evaluate the potentiality of a person for advance development and improvement.

### **5.3. Performance Appraisal Technique**

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

- ✓ Ranking Method
- ✓ Graphical Rating Scale
- ✓ BARS

- ✓ Management by objectives (MBO)
- ✓ Field Review Technique
- ✓ Essay Evaluation etc.

#### 5.4. Performance appraisal tools and techniques

**Ranking Method:** In this method the rater ranks all employees from a group based on their overall performance. The employee with best performance is ranked at the top whereas employee with least performance is ranked at the bottom. A trouble happens when all people have performed similarly (as perceived by the evaluator). Here employees are ranked based on their performance levels and is easier to identify the best and worst employee.

**Graphical Rating Scale:** It is used frequently to evaluate the performance of employees. In this method, a manager simply rates performance on a likert scale such as excellent, good, average, fair, and poor. Moreover, this technique requires minimal time, effort, cost, and training and can be used for other kinds of jobs.

**Field Review Technique:** This method is usually performed by someone outside employees' own department, specifically the Human Resource department. It is valuable for administrative level promotions.

**Essay Evaluation:** Under this method employee is assessed and a written statement is prepared on him/her. The statement depicts an insight about the qualities, shortcomings, potential, nature, etc. This technique is tedious and hard to conduct as it needs more description than any other methods of performance appraisal. It is hard to analyze them or extract any conclusion. Furthermore, the evaluator must have great writing skills, or else the entire procedure is contorted.

**Management by objectives (MBO):** This method is a process in which managers and employees jointly set objectives for the employees, periodically evaluate performance, and reward according to the results.



## 5.5. Performance Appraisal System at GSK

Performance Appraisal is conducted by the Human Resource department of GSK Bangladesh limited.

### 5.5.1. Performance Development Plan (PDP)

Objectives are set for the year through the Performance Development Plan. It helps employers to assess the performance of the employees efficiently. Based on the PDP employees recommend employees to develop their skill, knowledge and ability which will likewise help GSK to improve the quality level and the efficiency of the organization. GSK's PDP program includes tools that are intended to state, calculate, evaluate and compensate employee performance. The procedure comprises of setting targets and performance measure, classifying leadership qualities and behaviors. Performance Development Plan (PDP) is used for the performance review of the directors and managers and practiced by all GSK International affiliates.

Performance appraisal of GSK is conducted monthly and annually.

- ❖ Mid-Year Discussion/Review: All supervisors/managers sit together with their associates and set the long-term /short-term strategies for the benefit of the company. It is documented.
- ❖ Yearly Discussion/Review – Occurs in December where all directors sits together and analyze the performance of the organization consistently. Additionally, evaluates the performance of the employees and how they achieved the organization's objectives. Here managers rate employees on the basis of 1-5 ratings.

Guidelines for utilizing and preserving the data of PDP:

- ❖ The data form might be utilized as a part of the talent review procedure to give review to the employee on their professional advancement and to enable GSK's management to figure out the future talent needs of the company.
- ❖ It enables the employee to observe and record their development against their annual goals and improvement plan.
- ❖ The yearly survey segment of the form will sustain into GSK's pay procedure as a variable for both reward and pay increments.

- ❖ To ensure the privacy of both the employers and employee during evaluation process, data security guideline is there.

The PDP Form consists of 7 sections. They are explained below:

- ✓ **Part A- Performance Plan and Objectives** clearly determines the projected outcomes and furthermore complies of 5 criteria which are Specific, Measurable, Action-Oriented, Realistic and Time-Based. These criteria are there to guarantee what the worker needs to do, by when and at what level of caliber needed to perform the tasks. Likewise it identifies what to do in order to surpass his or her supervisor's expectations.
- ✓ **Part B- Leadership Essentials** is there to discover how job is completed to accomplish GSK's objectives.
- ✓ **Part C- Periodic Review** is set up, several times in a year, to evaluate employee goals with their line manager. This allow them to know how they are developing themselves to achieve goals and enable time to modify if essential.
- ✓ **Part D- Annual Review** occurs in December. Here the line manager initially assess every goal, observing the outcomes in Part A and B of the PDP Form, and after that analyzing entire performance and record in Part D. Pay decisions depends on the supervisor's entire assessment of an employee's performance.
- ✓ **Part E- Developmental Plan** in which employees can improve their KSA's to be more effective in their present job, and develop them for future roles. Employees use their qualities to accomplish their present objectives and plan how to approach developmental needs.
- ✓ **Part F- Developmental Plan Periodic Review** occurs few times a year. It is there to audit the improvement on the developmental plan.
- ✓ **Part G- Developmental Annual Review** occurs at the end of the year. Here as well, it is vital to get client contribution to enable them to assess how they are progressing on their improvement. However this survey does not affect their remuneration.

### 5.5.2. Appraisal Process in GSK- Officer's

Officer's evaluation is a formal procedure. At the preliminary phase of the performance year, both line manager and employee converse about goals to be accomplished in the present year and talk

about mutual expectations. Throughout the year, line manager gives performance feedback to the employee. At this stage, goals are set and activity plans are prepared. Line managers monitor the behavior of the employee related to the performance. This procedure includes monitoring, development, giving fundamental help, advising, training and coaching and so on. Officer's and manager's evaluation takes place at the same time.

Two kinds of evaluation formats are utilized for officer's performance appraisal: (1) office-based officers and (2) sales force officer.

HR checks all appraisals and convey the results with the concerned employees in writing. For any disparity it is communicated with the concerned line manager and resolved quickly.

#### ❖ **Appraisal of Office-based officers:**

Office based officers are of two types – (1) Commercial officer and (2) Global manufacturing & supply (GMS)/ factory officer.

These 2 groups have similar appraisal system. The characteristics that is given importance in these two cases are knowledge/experience relating to work, utilization of activity, reliability, and relationship with line manager, collaboration with peers, and leadership characteristics. Performance is measured based on these objectives. The main contrast for this situation is that Technical Director gives the final consent to GMS/Factory officer. In these two cases assessment is done on a six point scale - Outstanding, Good, Average, Poor, Unsatisfactory.

#### ❖ **Appraisal of Sales force officer**

Evaluating the performance of sales force the following factors are considered: target accomplishment, product and market knowledge, Customer relations (Doctors, scientific experts and so forth.), selling aptitude, information of rivalry, accomplishment of work authorized (specialists/physicist calls), capacity to sort out work, activity, nature of reporting, behavior towards bosses and peers, dynamic interest in conference and meeting , viable usage of promotional materials, dependability and honesty and attention to safe working.

Here evaluation is done on each of the items on a point scale – Excellent (A) Very good (B) Good (Performance superior to expected standard) (C) Satisfactory (Expected standard of performance)

(D) Marginal (Not entirely satisfactory) (E) Unsatisfactory (Requires action, assistance & training).

## 5.6. Evaluation Period

The assessment time of GSK's employees is from 01 January to 31 December. For laborers the assessment time frame is from 01 July-30 June. In February the employees set their goals for performance appraisal framework.

## 5.7. Performance ratings & guides for managers

Overall Performance	Performance on Objectives	Performance on GSK Expectations	Performance Relative to Peers	Impact
<b>Exceptional</b>	Exceed all objectives <u>and</u>	Exemplify and role model all Expectations and where appropriate hold others accountable to them <u>and</u>	Significantly delivered performance and behaviors above peer group <u>and</u>	Delivered exceptional added value to business beyond scope
<b>Outstanding</b>	Fully delivered objectives, and exceeded some <u>and</u>	Demonstrates to a high standard across the Expectations with no de-railers <u>and</u>	Stronger performance and behaviors relative to peer group <u>and</u>	Delivered differentiated value within business/work/area/team
<b>Strong</b>	Delivered strong progress against all objectives <u>and</u>	Demonstrates good evidence across the Expectations and/or good progress towards demonstration of them, no significant negative de-railers <u>and</u>	Performance and behaviors comparable to peer group <u>and</u>	Delivered positive value to business/work/area/team

Partial	Met some but not all objectives <u>or</u>	Is developing towards the required standard across the Expectations, may have demonstrated some negative behavior <u>or</u>	Performance or behaviors below that of peer group <u>or</u>	Delivered some added value to business/work/area/team
Missed	Did not meet majority of objectives <u>and/or</u>	Failed to meet the standard on the majority of Expectations and/or not demonstrating progression <u>and/or</u>	Performance and behaviors below that of peer group <u>and/or</u>	Did not add value and/or negative impact

*Table 2: Performance Ratings & Guidelines for Managers*

## 5.8. Uses of Performance Appraisal System at GSK

- ❖ **Development:** Performance Appraisal System at GSK identifies which employee needs development in their performance and it can what type of training programs do they need.
- ❖ **Basis of Reward Allocation:** It is utilized as the premise of reward allotment. It helps the company to choose who gets pay rise, give legitimate reason at the time of promotion and other fringe benefits.
- ❖ **Motivation:** The existence of organized assessment framework motivates individuals at GSK, Bangladesh. It encourages activities, builds up an awareness of other's expectations and inspire to perform better.
- ❖ **Compensation:** It gives data that can be utilized to figure out what to pay and what will serve in as equitable monetary package.
- ❖ **Communication:** Assessment is a reason for a continuous communication between line manager and employee about employment related issues. Through cooperation the parties become more acquainted with each other better. GSK is giving priority on this perspective.

## 5.9. Strengths and Weakness of Performance Appraisal of GSK

### Strengths

- ❖ **Usages of Appraisal Technique:** GSK uses MBO method which is very efficient. Employers and employees approve what procedures will be utilized to assess achievement and failure.
- ❖ **Consistent Appraisal System:** GSK maintains performance assessment frequently so that employees perform well.
- ❖ **Suitable to Motivate Employee:** It is used in promotion assessments as well as compensation and incentive decisions. As a result, it is valuable in mentoring and growth of employees.
- ❖ **Usage of Diverse Rating Form:** Different backgrounds of employees are required to run a company for which different performance appraisal format is prepared in GSK. Individuals in the administration, officers and staffs vary in respect to work style, qualification, educational background and demographic characteristics.

### Weakness

- ❖ **Deficiency in Periodic Review:** The performance review needs to be checked to obtain accurate response and deliver rules for problem solving. It shouldn't be observed once in a year.
- ❖ **Complexity in Assembling Final Grade:** Officers' performance evaluation is based on the frequency of occurrence marked in a specific column. The raters have the opportunity to be biased.
- ❖ **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.

# CHAPTER 6: FINDINGS

## 6.0. Findings

- ❖ Structured and detailed performance appraisal strategy for its diverse graded employees.
- ❖ Performance appraisal is a routine work, strictly followed within the time frame like any reputed and well managed organizations.
- ❖ GSK encourages employees to improve their performance by training them.
- ❖ If employee has good performance than he/she can be expatriated to other country with great facilities.
- ❖ Talent review program for director and above level employees has been done by the Zonal HR Head which is also a very good initiative in terms of talent recognition and motivation.
- ❖ Employees who are evaluated through the PDP process are content on the grounds that for this situation, objective for that specific employee is determined on the basis of negotiation with his/her line manager.



# CHAPTER 7: RECOMMENDATIONS

## 7.0. Recommendations

- ❖ As a multinational pharmaceutical organization GSK Bangladesh Ltd. ought to build up the 'Web Based Performance Appraisal System'. It will save time as well as money of the organization. It's better if the organization doesn't just rely upon the supervisor for its employee performance assessment rather; there must be HR contribution for a fair evaluation in all categories of employees' performance appraisal process. There is a framework that only the line manager of a specific employee assess his/her subordinate's performance. Be that as it may, in this procedure there may be a possibility of partiality. To tackle these kinds of issue GSK could assign employee(s) in HR department who will observe the performance of employees' on daily basis.
- ❖ It ought to likewise incorporate a few components like innovativeness, critical thinking and decision-making, consistent quality under pressure, acknowledgement and use of social duty, and moral contemplation.
- ❖ GSK should take a step to evaluate employee's performance more than once a year.

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

- ❖ A **self-assessment** can be done by each of the employee followed by peer-reviews. The employees will assess themselves on the basis of few grade and provide examples of their action against their rating. This will be then passed for **360-degree feedback** where peers will be asked to analyses their contiguity to the projects. Only the managers and will have access to the review sheets.
- ❖ The employees can be also asked to review each other. This review system must be based on few objectives:
  - ✓ Loyalty to GSK's ideals
  - ✓ The analytical ability of an employee applied while solving a problem
  - ✓ Implementation of a plan without much guidance and quick response to orders and changes
  - ✓ Appropriate use of resources for a certain product
  - ✓ Spreading knowledge and training colleagues through talks

- ✓ Irrespective of having exposure to the project, an employee must be always encourage to be prompt in taking steps to solve the problem, this will help the employee to increase their analytical ability. An employee must be evaluated on the basis of quick promptness to challenges too.
- ✓ An employee must always take initiative to make his/her voice heard. This will help him/her to grow as a leader.

Once all the results are received, it is much needed to discuss the results with all the managers and leaders rather than HR dealing with it all by themselves- **Fine-tuning**. These employees can be rated on few criteria based on the needed of improvising skills and attitude towards work. This will help the employee to grow better and ensure better performance. The rating will be solely used to categorize the employees based on the needs of training and development sessions.

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

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

- ✓ Reliability
- ✓ Focus
- ✓ Effort
- ✓ Persistence

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

# CHAPTER 8: CONCLUSION

## 8.0. Conclusion

Performance appraisal is a human resource management process by which the associations decide how efficiently the employees are completing the task. It happens basically for executive employees with a view to recognize shortcoming and qualities and also open doors for development and aptitudes improvement.

The target of GSK International is to be undeniable pioneer in the field of world pharmaceutical industry. To achieve this goal, GSK needs to develop an overall set up for each working country office with neighborhood capacities. GSK Bangladesh Ltd. understands the fundamental need of placing the right person to the right position. They perceive that only those individuals can accomplish their objective whose capability is well recognized by the organization. The performance appraisal process is hence playing a vital part for this organization. A large number of the issues about the performance appraisal framework are known to senior administration. They are considering of making a few improvements and also in the officer's evaluation form. The change will be incorporated by the upcoming few years. All in all, the organization conducts an 'Employee Satisfaction Survey' each year to comprehend their view point and desire. The association appeared to be satisfied about the way that the perception was enthusiastic and generally positive.

## **ABBREVIATIONS**

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

PDP- Performance and Development Plan

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