

**INTERNSHIP REPORT ON  
"HR PRACTICES  
OF  
GLAXOSMITHKLINE BANGLADESH LIMITED"**



**GlaxoSmithKline**

**Internship Report on HR Practices of GlaxoSmithKline Bangladesh Limited**



Inspiring Excellence

**Submitted to:**

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**Submission Date:**

3rd August, 2018.

## Letter of Transmittal

2nd August, 2018

Riyashad Ahmed

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Subject: Submission of internship report on "HR Practices of GlaxoSmithKline Bangladesh Limited".

Dear Sir,

It is my honor and great pleasure to get the opportunity of submitting my internship report on "HR Practices of GlaxoSmithKline Bangladesh Limited" to you as an essential part of completing my Bachelors of Business Administration(BBA).

Throughout my internship program I have had the experience of applying my learned HR theories practically and learn about actual professional business practices of Human Resources(HR). In my report, I have mainly focused on some of the HR practices of GlaxoSmithKline Bangladesh and my understanding as well as my experience over there.

In the duration of working in this report, I have given my best effort to obtain all related information, documents and materials to make the report more reliable, authentic and informative. On the other hand, due to time limitation some error might occur and I hope you will consider those.

Furthermore, I am very much thankful to you for your constructed guidance and valuable suggestions about preparing my internship report. Lastly, I hope that this report will satisfy your requirements and meet your expectations.

Sincerely Yours,

-----  
Shabrina-Bintae-Amin

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## Letter of Endorsement

This letter is to certify that, as a requirement to complete Bachelors of Business administration, the internship report named "HR Practices of GlaxoSmithKline Bangladesh Limited" has been submitted to BRAC Business School. It has been submitted by Shabrina-Bintae-Amin(ID# 14104013)from BRAC Business School, BRAC University on August 02, 2018. This report has been received, accepted and granted the permission to present it in front of the Internship Defense Committee for assessment. The author is solely accountable for all the information provided in the report.

-----

Riyashad Ahmed (Internship Supervisor Faculty)

Assistant Professor

BRAC Business School

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## Acknowledgement

I would like to start with thanking Almighty Allah for giving me the capability and patience to write and submit this report within due time. Without his support I could not have finished it.

Afterwards, the valuable suggestions and guidelines provided by my internship advisor, Mr. Riyashad Ahmed, was a great help to write this report properly. He showed me the ways by which I can gain knowledge about my project. I am indebted by his structural instruction towards writing this report. In addition to that, I also acknowledge the idea of making internship program mandatory by BRAC University because it has enlarged my academic knowledge.

Besides that, I would like to thank my internship supervisor, Mr. Stawb Peter Halder, for guiding me and advising me throughout my internship period. moreover, I want to show my gratitude towards him for involving in different HR processes and explaining me the reasons of working behind any project. Without his help I would not have been able to understand the processes and practices of GlaxoSmithKline(GSK) Bangladesh. Furthermore, I want to thank other HR managers of GSK to assist me in developing ideas about the whole HR team. Later on, I am grateful to HR executives of GSK Bangladesh who has engaged me in their Hr practices and given me a clear view of them. Moreover, I also want to thank the whole HR team including the head of HR to give the opportunity of working in GSK Bangladesh Limited and to provide a real life working experience. Lastly, I am also thankful to my colleagues who have supported me and helped me adjust with the environment. With all these help, I have had a wonderful journey in GSK Bangladesh limited and wrote this report successfully.

## Executive Summary

HR practices are executed in a company by which it gives support to every employees and involves them in developing good competencies. This report is based on my involvement in HR practices of GlaxoSmithKline Bangladesh Limited during my internship period of four months. At present, I am doing my internship under HR operations of HR department of GlaxoSmithKline Bangladesh Limited.

The objective of this report is to analyze HR practices of GlaxoSmithKline Bangladesh and reflecting my understanding of them. At first, this report gives an introduction of this whole report which includes origin, objectives, methodology and limitations of this report. Later, it provides a brief review of the global company, GlaxoSmithKline, where it describe about 300 years of Journey of the company. Then it described about GSK Bangladesh operations. Furthermore, it describes about the HR practices performed by GSK Bangladesh and describes about some of the HR practices in different chapters. At first chapter, it describes about the process of recruitment and selection and different types of it. Afterwards, it describes about the training process and its types along with mentioning the exclusive ones. Then it explains the process and criteria of performance appraisal along with its types with examples. Expatriate management process by HR of GSK Bangladesh is then described with step by step guideline. My job responsibilities and learning from GSK is then discussed in this report. After that, according to my understanding and analyzing, some limitations of HR practice is pointed out. Then in another chapter some recommendation regarding those are provided. At last, this report ends with my overall experience at GSK Bangladesh along with the description of different HR practices.

## Table of Contents

<b>Contents</b>	<b>Page No.</b>
<b>Chapter-1: Introduction</b>	1
1.1 Origin of the report	2
1.2 Purpose and Objective of this Report	2
1.3 Methodology	3
1.4 Limitations	4
<b>Chapter 02: Overview Of GlaxoSmithKline Bangladesh Limited</b>	5
2.1 Brief Overview of GlaxoSmithKline Plc	6
2.2 GlaxoSmithKline's History	6-7
2.3 Overview of GlaxoSmithKline Bangladesh Limited	8
2.4 Vision of GSK Bangladesh	8
2.5 Mission of GSK Bangladesh	9
2.6 Values of GSK Bangladesh	9
2.7 The Products of GSK Bangladesh Limited	10
2.8 Strengths of GlaxoSmithKline Bangladesh Limited	11
2.9 Board of Directors	12
2.10 Organizational Structure (GSK Bangladesh's Organogram)	12
<b>Chapter 03: HR Practices of GSK Bangladesh</b>	13
3.1 HR Practices of GlaxoSmithKline(GSK) Bangladesh	14
<b>Chapter 04: Recruitment and Selection of GSK Bangladesh</b>	15
4.1 Recruitment and Selection	16-19
4.2 Future Leadership Program (FLP)	20
<b>Chapter 05: Training and Development of GSK Bangladesh</b>	21
5.1 Training and Development	22
5.2 Types of training	23
5.3 Exclusive Training Programs	24
<b>Chapter 06: Performance Appraisal of GSK Bangladesh</b>	25
6.1 Performance Appraisal of GSK Bangladesh	26
6.2 Performance Appraisal Techniques and Tools	26
6.3 Performance Development Plan (PDP)	27
6.4 Recipients of Performance appraisal	28
6.5 Performance and rewards statement done by GSK Bangladesh	28-31
6.6 The Assessment Period	31
<b>Chapter 07: Expatriate Management of GSK Bangladesh</b>	32
7.1 Expatriate Management	33
7.1.2 Step by Step HR facilities	33-38
<b>Chapter 08: Internship at GlaxoSmithKline Bangladesh Limited</b>	39
8.1 Internship at GlaxoSmithKline Bangladesh Limited:	40
8.1.1 Job responsibilities	40-42
8.1.2 Learning from the Internship	42
<b>Chapter 09: Limitations of HR Practices of GSK Bangladesh</b>	43

<b>Contents</b>	<b>Page No.</b>
9.1 Limitations of HR Practices of GSK Bangladesh	44
<b>Chapter 10: Recommendation and Conclusion</b>	45
10.1 Recommendations	46-47
10.2 Conclusion	47
<b>References</b>	48



# CHAPTER 01: INTRODUCTION



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## **1. Introduction**

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

The core purpose behind conducting internship program is to provide exposure of actual corporate world to students. It also aims to make the students learn about business processes of the organization and thus convert their theoretical knowledge into real life experience. Even famous philosopher Albert Einstein said-

“Learning is experience. Everything else is just information.”

The concept of internship program justifies this quote properly and a student will not get a better chance other than internship program to learn from experience and enrich their knowledge by practical application of learned theories in real life situation. On the basis of this whole program now I have been assigned to submit an internship report. The internship report is just a reflection of the whole experience and understanding of this program and it is mandatory for the completion of BBA program of BRAC University. So, I did my internship in "GlaxoSmithKline Bangladesh Limited", in HR Operations, under supervision of Stawb Peter Halder (HR Operations Manager and rewards lead), for about 4 months and the topic of my internship report is "HR Practices of GlaxoSmithKline Bangladesh Limited". I have covered some of the practices in this report along with my understanding of the processes and also gave some recommendations according to my knowledge. The preparation and development of my report was fully supervised by my faculty supervisor, Riyashad Ahmed, Assistant Professor, BRAC University and I am grateful to him for that.

### **1.2 Purpose and Objective of this Report**

As one of the leading multinational companies in Bangladesh, GlaxoSmithKline Bangladesh Limited has a very organized and centralized Human Resource Department to perform all kinds of HR activities. The purpose of this report is to show some of the HR practices including performance appraisal, recruitment and selection, training and development, and expatriate management. In addition to that, another purpose of this report is to describe my understanding of these practices along with my recommendations for them. The broad and specific objectives of this report is mentioned below:

### **Broad Objectives:**

- To describe and analyze the current HR practices of GlaxoSmithKline Bangladesh Limited
- To pin-point the drawbacks of the HR practices and give recommendations regarding that.
- Completing my bachelors degree and enlarge my understanding of these HR practices

### **Specific Objectives:**

- To describe the importance of some of the HR practices of GlaxoSmithKline Bangladesh Limited
- Explain the connection of the described HR practices
- Describing the processes of performance appraisal, recruitment and selection, training and development, and expatriate management
- Provide recommendations for overcoming difficulties of the described processes

### **1.3 Methodology**

Both primary data and secondary data have been used for making the report more credible and informative. Those are mentioned below:

#### **Primary Data:**

- From real corporate working environment in HR department of GlaxoSmithKline Bangladesh Limited
- Discussion and opinions of HR managers including my supportive supervisor
- My analysis and observation of Human resource processes that were taking place

#### **Secondary Data:**

- GlaxoSmithKline's official website
- Annual reports of GlaxoSmithKline Bangladesh Limited
- Different templates of HR practices
- Employee handbook of GlaxoSmithKline Bangladesh Limited

- Journals and research papers related to GSK Bangladesh Limited

#### **1.4 Limitations**

Throughout my preparation of this report I faced some limitations and those are described below:

- Most information in Human Resource department of GSK Bangladesh are sensitive and highly confidential
- One of the main limitation was time constraints. In four months period, it is quite difficult to find out the deficiencies in HR practices.
- Getting employee information and doing survey was not allowed to me because those information are sensitive in nature
- It was difficult to get the information about GlaxoSmithKline's Bangladesh operations as there is not any separate website of GSK Bangladesh is present.

# Chapter 02: Overview of GlaxoSmithKline Bangladesh Limited



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## 2.1 Brief Overview of GlaxoSmithKline Plc

GlaxoSmithKline Plc as a global company has endeavored to combine science with innovative healthcare products to provide an improved access to quality healthcare since 1715. Being a British global healthcare company, it is constantly engaging in all sorts of research as well as development to manufacture more innovative and wide-ranged products in their three sectors of business. Their three sectors of businesses are- Consumer healthcare, Vaccines and Pharmaceuticals. GlaxoSmithKline has been ranked 8th among other 50 global pharmaceutical companies in 2016. The headquarter of GlaxoSmithKline is situated in London, United Kingdom and this company sells its products in around 70 countries. Moreover, This company has been listed on London Stock Exchange and it is also constituent of the FTSE 100 Index primarily. It has grown to have market capitalization of £74.8 billion and it has been ranked as fifth-largest company listed on the London Stock Exchange. Moreover, it has also been listed on New York Stock Exchange secondarily.

## **2.2 GlaxoSmithKline's History**

In more than 300 years of journey of GlaxoSmithKline, it has went diverse transformation. The history of forming GlaxoSmithKline is described year after year below:

Year	History of GSK
1715	Plough Court Pharmacy established in London by Silvanus Bevan, which later becomes Allen & Hanburys Ltd.
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. By the early twentieth century, production is at one million pills per day.
1880	Burroughs Wellcome & Company established in London by pharmacists Henry Wellcome and Silas Burroughs.
1884	Burroughs Wellcome & Company registers 'Tabloid' as a trademark to describe its compressed tablets.
1891	Smith, Kline & Company acquires French, Richards and Company, numerous name and ownership changes.

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.
1944	By mid-1944, 80% of the UK’s penicillin doses are routed through Glaxo Laboratories’ Greenford site
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. A year later, we acquire Block Drug Co. adding a wider range of consumer products to our portfolio.

Table 1: History of GlaxoSmithKline

The formation of GlaxoSmithKline plc is shown in a chart-



Figure 1: Formation of GlaxoSmithKline plc

GlaxoSmithKline operates into three major areas including Some of the international regions, European countries and in U.S.A. Except U.S.A and Europe GlaxoSmithKline's operation has spread into 7 regions geographically. One of those regions is Asia Pacific and the operations of GlaxoSmithKline Bangladesh falls under this geographic region.

## 2.3 Overview of GlaxoSmithKline Bangladesh Limited

The history of GlaxoSmithKline Bangladesh goes back to almost 7 decades with numerous mergers and acquisitions. In accordance with that, it established GSK Bangladesh which is a subsidiary of GSK Plc, one of the advanced, hi-tech research based pharmaceuticals and healthcare companies. GSK Bangladesh is empowering people to do more, feel better and live longer by enhancing the quality of human life with their products and services. . GSK Bangladesh's activities include manufacturing and marketing of pharmaceutical products, vaccines, consumer healthcare products. GlaxoSmithKline started its journey in Chittagong, Bangladesh in 1949 with the identity of Glaxo which was an importer of products from the Glaxo Group Companies. Later on, it expanded its operations and turned from importer to manufacturer on 1967 by establishing their very own manufacturing unit in Chittagong. The manufacturing factory of Chittagong is still known as one of the best manufacturing and supply chain unit with its excellence till date.

GSK Bangladesh is operating in two offices:

<ul style="list-style-type: none"> <li>Corporate Head Office:</li> </ul> <p>House 2A, Road 138</p> <p>Gulshan 1, Dhaka 1212</p> <p>Bangladesh</p>	<ul style="list-style-type: none"> <li>Registered Office (GMS)</li> </ul> <p>Fouzderhat Industrial Area</p> <p>Dhaka Trunk Road, G.P.O. Box 53</p> <p>Chittagong 4217</p> <p>Bangladesh</p>
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## 2.4 Vision of GSK Bangladesh

The vision of GSK Bangladesh is the core element of it which describes where the company stands and what it intends to do. The vision statement of GSK Bangladesh is:

"The opportunity to make a difference to millions of lives everyday"



## 2.5 Mission of GSK Bangladesh

GSK Bangladesh is engaged in focusing delivery of three strategic priorities which intends to expand growth, reduce risk and improve our long-term financial performance. These priorities are as follows: grow a diversified global business, deliver more products of value, and simplify the operating model. mission statement is:

"Improve the quality of human life by enabling people to do more, feel better and live longer"

## 2.6 Values of GSK Bangladesh

The values and expectations of GSK Bangladesh are at the heart of everything they do and form an important part of their culture. As a multinational company, their main focus is to reflect their values in every business activities and also in the activities of abiding by law. Their values include patient Focus, transparency, Respect for People and integrity.



Figure 2: Values of GSK Bangladesh

- **Be patient focused-** They remain Patient and consumer centered and emphasize to put them first and doing right things for them. They intend to fulfill their consumer needs and intend to ensure consumer safety by providing good quality products and sufficient supply of products.
- **Act with Integrity-** GSK Bangladesh attempt to do the right things for their consumers and demonstrate integrity in every decision they make. They try to perform their business activities in legal and fair way. They also encourage employees to seek guidance when

required and speak up for any actions against their values. So, they act with integrity to keep their patients and employees happy as well as the other businesses who trust them.

- **Demonstrate respect for people-** The employees of GSK inspire and support their colleagues in their day- to-day friendly working environment. Moreover, it is ensured that the workplace is free from any sort of bullying and harassment. Along with their atmosphere of trust, some differing knowledge, perspectives and even concerns are actively raised.
- **Operate with Transparency-**GSK Bangladesh maintains transparency as they stay honest about what they do, how they do their business. Authenticity, clarity and honesty is insured in their work. GSK maintains clarity as well as truthfulness in case of assigning any work to their employees. This results into unity and trust of the employees. Their value also reflects that they are open to challenges as well as to demonstrate conviction and take ownership of it.

## 2.7 The Products of GSK Bangladesh Limited

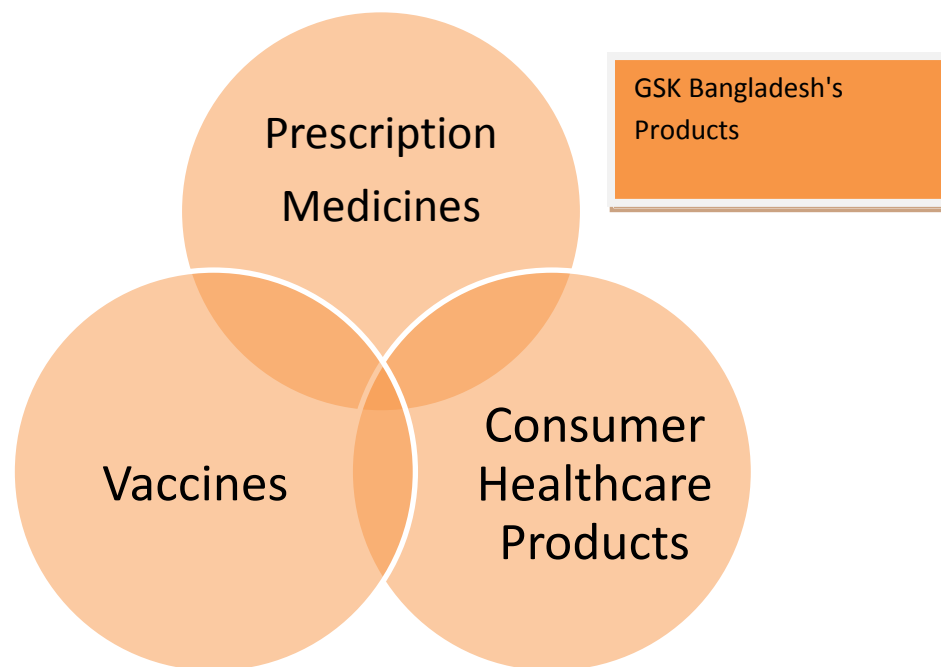


Figure 3: Products of GSK Bangladesh

**Pharmaceutical Products:** Both prescription medicines and vaccines fall under the category of pharmaceutical products. These products include globally some renowned antibiotics, inhaled

respiratory medicines like Seretide and allergic rhinitis medication brands like Avamys and vaccines for both infant and adults.

- **Prescription medicines:** GSK Bangladesh produces variety of medicines for incurable disease like cancer as well as other diseases caused by viruses, bacteria etc. The turnover of this business unit is around 15.5 billion pounds which is the largest among others.
- **Vaccines:** GSK produces wide-ranged vaccine products including whooping cough, influenza, hepatitis A and B, diphtheria, tetanus and other infectious diseases. It manufactured and supplied more than 80 million doses to 170 countries in 2014. Almost 80 percent of those were supplied to developing countries. It has a turnover of around 3.2 billion pounds from vaccines.

**Consumer Healthcare Products:** GSK Bangladesh's Consumer healthcare business has been producing different types of products for areas of pain relief, oral health, respiratory, nutrition, health food drink, gastro intestinal and skin health. These products are produced with some renowned brands like- Horlicks, Parodontax, Sensodyne, Voltaren, Aquafresh toothpaste, Panadol, Otrivin and theraflu etc. The Consumer Healthcare unit leads the Health Food Drink (HFD) category in Bangladesh and maintains a dominant presence in the market .The turnover that comes from this business is around 4.3 billion pounds.

## 2.8 Strengths of GlaxoSmithKline Bangladesh Limited

The major strengths of GlaxoSmithKline Bangladesh Limited are listed below:

- Remarkable sales and distribution network among different areas of different countries.
- Strong global presence and availability of its products to its consumers.
- One of the top companies who spend heavily on research and development.
- It firmly follows the GMR- Good Manufacturing Practice and as a result of it became the winner of chemical industry manufacturing and resource efficiency award.
- Genuinely known as producing better quality products
- It has enough financial resources for investing more and expanding thoroughly
- It has strong workforce with efficiency and advanced capabilities
- Higher rates of turnover compared to many other companies

## 2.9 Board of Directors

The list of board of directors along with their designation is given below:

- Mr. David Pritchard- (Chairman of GSK Bangladesh)
- Md. Nakibur Rahman- (Managing Director of GSK Bangladesh)
- Mr. Rajib Barua- (Site Director of GSK Bangladesh)
- Prashant Pandey- (General Manager of Consumer Healthcare, MyBaN, GSK Bangladesh)
- Masud Khan- (Non-executive director of GSK Bangladesh)
- Kazi Sanaul Haq- (Non-executive director of GSK Bangladesh)
- Mohsin Uddin Ahmed- (Non-executive director of GSK Bangladesh)

## 2.10 Organizational Structure (GSK Bangladesh's Organogram)

The organizational authority and responsibilities move across Managing Director to Directors to Managers and so on. The visual expression of organizational structure of GSK Bangladesh is shown below:

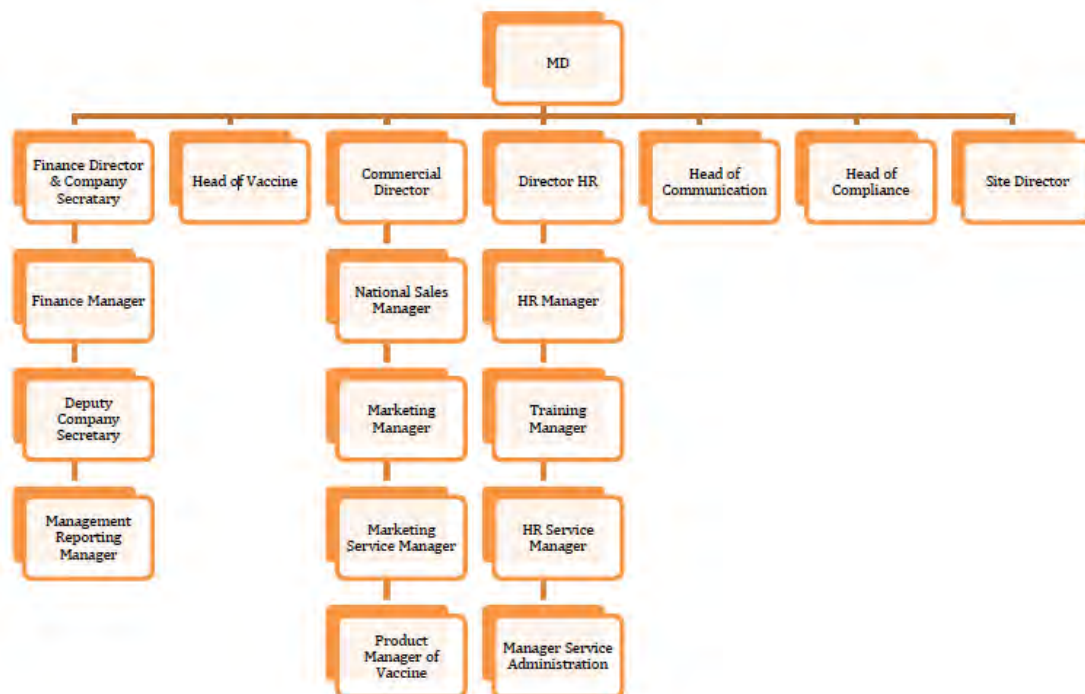


Figure 4: Organogram of GSK Bangladesh

# Chapter 03: HR Practices of GSK Bangladesh



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### **3.1 HR Practices of GlaxoSmithKline(GSK) Bangladesh**

HRM practices is also conceptualized as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives (Delery & Doty, 1996). It is also known as a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. GSK Bangladesh helps their customers, patients to do more, feel better and live longer by equipping their business with the right people and the right skills. GSK Bangladesh's HR team ensures that they recognize creativity, collaboration and responsibility while doing their business in different countries in the globe. The active HR team of GSK Bangladesh operates for both pharmaceuticals and consumer health care business unit. Some of the major responsibilities and activities of the spontaneous HR team of GSK Bangladesh is pointed out below-

- Recruitment and selection
- Training and development
- Updating HR Policies of the company
- Providing salaries with compensation and bonuses
- Talent acquisition for different positions
- Performance appraisals with evaluation
- Expatriate management
- Making arrangements for annual leaves
- Ensuring employee safety in every situation

As I have been more engaged with recruitment and selection, training and development, performance appraisal and expatriate management while my internship period in corporate head office, I will be describing these four practices of HR in detail.

# Chapter 04: Recruitment and Selection of GSK Bangladesh



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## 4.1 Recruitment and Selection

GlaxoSmithKline Bangladesh Limited focuses more on recruiting talents whose is the right fit to have personal values matching with the company's values. They ensure that they get the right people for the right jobs that will eventually enable their business to grow more. The guideline of recruitment and selection is handled by the senior management for ensuring prefect process of hiring. Even though respective supervisors and line managers are responsible for recruiting people according to job requisitions but guiding and coordinating in hiring individuals is the responsibility of human resources of GSK Bangladesh. The HR department of GSK actively support and engage in recruiting and selecting candidates. The step by step process of recruitment and selection in GlaxoSmithKline Bangladesh Limited is shown in a diagram below:

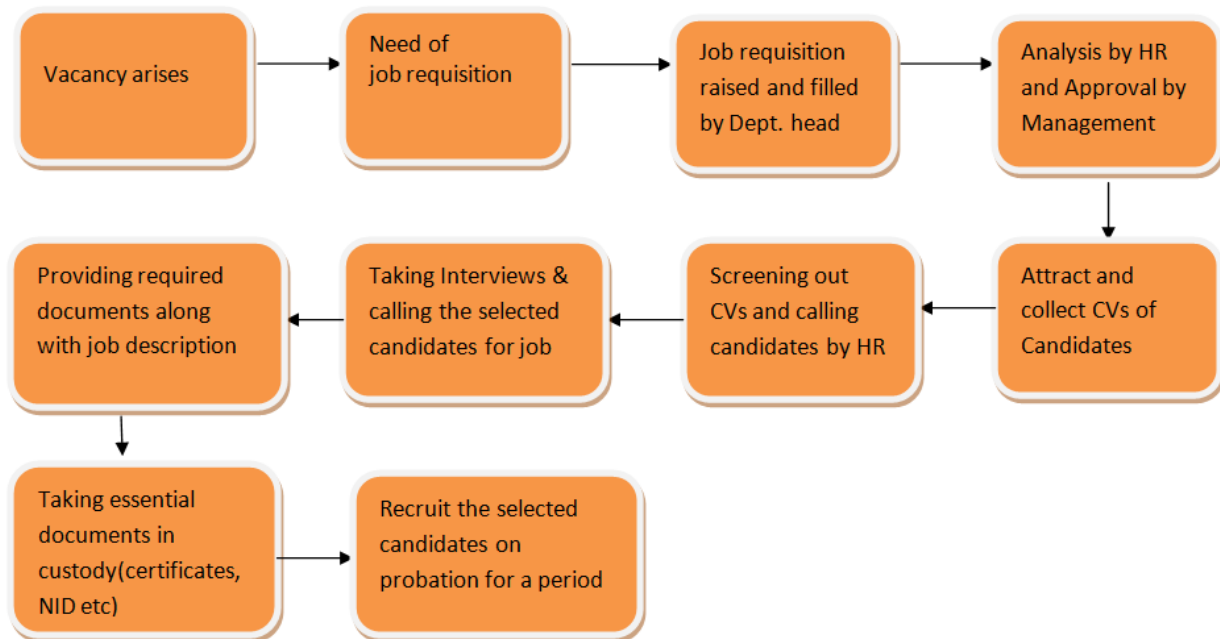


Figure 5: Step by step process of recruitment and selection

**Vacancy arises:** In GlaxoSmithKline Bangladesh Vacancies for many positions might arise in any department. These vacancies usually arise for two reasons and those are:

- Launching a new products or services bring up the need for new positions to run the new products different functional work. Also, in case of expanding a business unit in GSK, many vacant position might occur as well.



- If any existing employee resigns from his/her position and if any employee dies, it results into vacancy of that specific employee's position.

**Need of job requisition:** After the creation of vacancies in different positions, the line managers or the direct supervisors will raise the issue to department heads in GSK. Then the line managers or supervisors will provide the job responsibilities of that position to department head and request for placing job requisition.

**Job Requisition raised by Department Head:** Afterwards, the department head raises and fills up the job requisition form along with providing job description and job specifications. Along with these documents the department head then take support of HR department to perform necessary actions regarding it.

**Analysis by HR and approval by Management:** The HR department's recruitment and selection team then inspects and does assessment of the actual need of job requisition. After the analysis if the results come positive and in favor of job requisition then they acquire the approval of it from management.

**Attract and collect CVs of candidates:** GSK emphasize more on internal sources to collect resumes and do extensive recruitment internally. At the same time they do collect CVs from external sources as well. So, their talent and recruitment management, attract and collect CVs of candidates through two sources. One is internal sources and another one is external sources and those described below:

- **Internal Sources**
  - CVs of referrals by the existing employees of GSK and they even refer interns for vacant positions
  - In case of emergency they give promotion, transfer and change another existing employees
  - They also post job circulars of vacant positions in their notice board to collect CVs from existing employees in the office and from the individuals visiting their office.
- **External Sources**
  - Collecting CVs by conducting workshops in different Universities

- Posting about job vacancies in newspaper after getting the approval from management.
- Collecting CVs by posting job circulars in BDjobs.com for the vacant positions
- Through LinkedIn they announce their job vacancies and collect CVs from there.

**Screening out CVs and calling for Interview:** The HR department then sort out the CVs keeping in mind the requirements of the department in which the vacancy is. Then the more CVs are short-listed from the department. Then the candidates are called for interview and given their preferred time slots. Then, a top-sheet of the candidates is made that contains the candidates' names, contact numbers, time slots and their signature. Two copies of this top sheet is made where one is given to the interview coordinating person and another one is given in the reception where the candidates sign after reaching for the interview.

Afterwards, The Interview of the candidates are taken place. In the interview board, usually three interviewers stay present where one interviewer is from Human resource Department, second one is the concerned divisional head and the last one is either from that concerned division or any other person from another division nominated by them. In the interview board, the candidates are asked many kinds of questions including situational, job related, educational related questions. The assessment of the candidates are done based on the following characteristics:

- Leadership skill
- Technical skill
- Communication skill
- Analytical ability
- Judgment abilities
- Understanding capability of the job

After the assessment of the interviews these skills and marking these they select the best candidate and these final candidates are then called. If any candidate is found unavailable then they go for the candidates who was second best among them.

**Providing all required documents:** HR department provides all required documents including acceptance letter, appointment letter, joining letter, employee details record form and job description after the salary negotiation has been done. The candidates are guided to return some of these papers in assigned time. The new joiners are also provided with employee handbook where all codes of conduct and rules & regulations are described.

**Taking essential documents from new joiner:** The employees are told to submit some important documents to HR departments which include-

- Photocopy of Academic certificates
- Updated Resume in English
- Pre-employment medical checkup form (Usually from Labaid)
- Employee details record form (containing personal information of the new joiner)
- Photocopy National ID card
- Experience certificates/release order (from previous workplace if any)
- COI(Conflict of interest)
- Nomination for final settlements and provident fund
- Declaration of previous job
- Declaration of authentic information
- 6 copy passport size pictures
- Declaration of criminal records
- Copy of income tax certificate

After receiving these documents, HR department verifies if the documents are authentic or not which is also called as background check.

**4.1.9 Recruitment on probation period:** Then the new joiner is recruited upon on a probation period where the employee is evaluated in performing his job responsibilities. The length of the probation period is decided by the management. If the new joiners' performance is found satisfactory then they are employed as permanent employees In GSK.

#### **4.2 Future Leadership Program (FLP)**

Future Leadership Program is a special recruitment program which is conducted yearly for fresh graduates. These programs are basically promoted in different universities along with branding the employees. The candidates have to pass different stages like- written exams and interviews. Moreover, daylong sessions of group discussions and presentations are also held before recruiting them.

# Chapter 05: Training and Development of GSK Bangladesh



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### 5.1 Training and Development:

Training and development has been considered one of the effective tools used for enhancing human resources of an organization. GSK Bangladesh believes that an employee will become more efficient and productive after getting training that builds the bridge between the required and expected skills of the employees. Keeping this belief firm, Training and development is done extensively in GSK Bangladesh on all level of jobs and it is also known as Learning and Development (LND). This LND is a part of HR planning of GSK and This results into increased performance, skills, efficiency and productivity of the employees that eventually results into employee and organizational growth. The process of training of GSK Bangladesh is described with below diagram:



Figure 6: The process of training and development

At first, the key strengths and weaknesses of employees are identified through some Key performance indicators (KPIs). The KPI is the number of sales of the medicine for field level employees, the amount of profit generated by the company is the KPI for managerial level employees and lastly the cost of goods sold is the key performance indicator for the employees

working in manufacturing of products of GSK Bangladesh. In accordance with that, if the expected KPI is not being performed by an employee then the employee's training need identification is done through many assessments at organizational and individual level. Line managers also play a vital role in identifying these performance gap due to lack of necessary KPIs and finds out the employee need sales training for his fieldwork. After identification of training, no HR department will source and facilitate the sales training to the employee. For making the sales training take place, HR department will now coordinate, communicate with other in charges in different places and subordinate countries. HR will facilitate the sales training to take place by arranging venue, managing trainers and providing materials. The training process works this way in GSK Bangladesh.

## 5.2 Types of training

GlaxoSmithKline Bangladesh provides different types of training program in order to bring out better performance of the employees and enhance growth of the company. It provides two kinds of training to their employees:

### **Internal Training**

GSK Bangladesh provides internal in-house trainings to its employees in their very own working environment to facilitate quick transfer of training in their jobs. In house- trainings of GSK is conducted by both internal and external trainers. In total, four kinds of internal training is provided by GSK Bangladesh. and those are:

- **Mentoring-** This kind of informal training provided by more experienced employees to less experienced employees often take place in a friendly environment like GSK Bangladesh's offices. Mentoring each other is in the culture of GSK that eventually ensures in-house training of the employees effortlessly.
- **Train the Trainers-** The innovative concept of providing internal training to the potential trainers is followed by GSK Bangladesh. This sort of training to the trainers is carried out by both internal individuals and external individuals. It makes the delivering of training by the trainers accurately and makes new trainers with low cost.
- **On the job training:**In this training, one employee shows another employee to accomplish a task properly which is also called as observational learning. This training is

more specific and more one-to-one communication based training that usually takes place in conference rooms in GSK

- **Formal training:** This training is done in GSK on organizational level within a structured way with instructors, specific objectives set by the management. This training is conducted for building organizational skills.

## **External Training**

In case of external trainings, GSK Bangladesh organizes different kinds of training for making their employees more productive. External trainings is held by different specialized trainers, consultants and training institutions to who have more expertise in providing training. These trainings are provided to the employees for developing more knowledge and skills. The external training is provided to the employees of GSK through different organizations and those are-

- BDjobs.com
- GrownExcel
- Prothomalojobs

### **5.3 Exclusive Training Programs**

- **My-Learning:** There is a 90-days on-boarding guidenamed My-Learning training in GlaxoSmithKline Bangladesh where the main focus is to assess employees from day 1 to day 90. Throughout these 90 days the employees is offered many trainings online to enhance their knowledge and bring efficiency to their performance in the workplace.
- **E-Learning:** This training provides guideline for using all the electronic devices appropriately to the employees. This is the online training that helps to build confidence of many employees of GSK.
- **Write-Right:** As GSK emphasizes on speaking up if something around an employee is going wrong, it provides this "write-right" training. This training trains the employees to give respect while raising any issue.



# Chapter 06: Performance Appraisal of GSK Bangladesh



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## **6.1 Performance Appraisal of GSK Bangladesh**

Performance appraisal is also known as performance review and evaluation of an employee. It gives the employees an overall idea of his current performance and abilities of working thus provides ultimate guideline to the employers for bonuses, increments, promotions and terminations as well. GlaxoSmithKline Bangladesh does this performance review yearly and quarterly too. The main objectives behind conducting performance appraisal of GSK are as follow:

- Pinpointing employees performance gap to its expected performance
- To measure actual achievement of the employees throughout the period
- Determine promotion, compensations and benefits with the results
- Comparing previous performance with current one and provide feedback upon that
- Intensifying the connection between employee and his supervisor
- Employees assessment for future growth potentials
- Provides guideline for salary structure and rewards

With these objectives in mind GlaxoSmithKline conducts performance appraisal in two ways:

- They compare the performance of the employee with the organizations goal and give them compensation and bonuses accordingly
- The determination of the factors which should be included in the process of betterment of the employees performance.

## **6.2 Performance Appraisal Techniques and Tools**

Some of the techniques used by the HR of GSK Bangladesh to assess employees performance are as follows:

- 360 degree feedback
- Performance rating scale
- Management by objectives (MBO)
- Ranking Method
- Field Evaluation technique

- BARS
- Essay Evaluation

Some of the techniques are briefly discussed below:

- ❖ **360 Degree Feedback:** GSK Bangladesh conducts this 360 degree feedback by getting answers of different questions about the employee being evaluated. The direct supervisor, managers, colleagues, juniors and even customers evaluate the employee by answering specific questions. So this an overall assessment of the employee by almost everyone he/she is surrounded with.
- ❖ **Performance Rating Scale:** This technique is used to indicate the level of performance and achievements of an employee. GSK uses this technique to indicate five different levels of performance of an employees and there are values associated with every level of performance. Points are given according to their positions of performance.
- ❖ **Management by Objectives (MBO):** GSK uses this method to measure the performance of the employee after setting objectives to their performance.
- ❖ **Ranking Method:** This method is used to rank the employees and subordinates in accordance with their performance. As the employees are ranked in comparison to another employee, a number of employees get the same rank at times if they perform similarly. This technique is easy for determining the best and worst employee.
- ❖ **Field Evaluation Technique:** GSK conducts this evaluation by observing an employee through an outsider which is normally from HR department. This field evaluation is mostly used for administrative level promotion.

### **6.3 Performance Development Plan (PDP)**

Performance Development Plan (PDP) of GSK Bangladesh helps the employers to set the objectives for a full year. This plan includes many tools that measure, assess and compensate the performance of the employees. In this plan, after target setting, employers evaluate the performance of employees and recommend them to develop required skills, attitudes and knowledge that will be an proper solution to reduce performance gaps in an effective and efficient way. This will eventually increase the quality level and the productivity of the company. Performance Development Plan (PDP) is used for reviewing the performance of

managers, directors and all international expatriates. Annual and Mid-year performance development plan is done in GSK Bangladesh and those are described below:

- **Mid-Year Discussion or Review-** In this development plan, all managers and supervisors conduct a meeting to communicate and develop their short as well as long term plans or strategies. This meeting usually takes place between the months June to July.
- **Annual Review or discussion-** This usually takes place in December where all the supervisors and managers sit together and discuss the performance of the company throughout the year. In addition to that, the employees action, behavior and attitude of taking all the responsibilities about it is also reviewed. Necessary actions are taken towards employees after evaluating them. The managers evaluate the employees on the basis of 1-5 ratings.

#### **6.4 Recipients of Performance appraisal**

Performance appraisals are usually executed by HR department of GSK Bangladesh. It is done for both management workers and non-management workers of GSK. The officers, managers and directors are considered management workers. On another point of view, performance appraisal is done for sales force officers and office-based officers separately.

#### **6.5 Performance and rewards statement done by GSK Bangladesh**

GlaxoSmithKline Bangladesh Limited execute performance review of the employees yearly. This review is initially done by the line managers and in this review, the line managers rate their employees. Then this rating is forwarded to the senior managers which is then forwarded to divisional managers and this rating finally reaches to HR operations managers who prepare their performance and rewards statement by matching the ratings with specific values of increments and compensations. Their "Performance and reward statement" contains the employees performance ratings and salary. The annual base pay of the employee is added with the points of performance rating and merit increase and forms a new annual base pay. Further on, this letter also specifies actual achievement of the employee for the given year. Lastly, it shows the breakdown of rewards given along with mentioning the grade of the employee. This performance review letter is distributed to all the employees By HR department. Later on, the employees

agree to it by signing it and send it back to HR for recording it in their personal files. The template of the Performance and Reward Statement is shown below for better understanding:

**Performance and Reward Statement 2018**  
Strictly Private & Confidential

Employee Name:  
Workday ID:  
Business Title:

Dear,  
Thank you for your valuable contribution towards meeting GSK's objectives in 2017.

**Performance Rating & Salary:**

I am pleased to confirm your performance and rewards review effective 1<sup>st</sup> April 2018 as mentioned below.

Performance Rating for 2017	
Current Annual Base Pay (BDT)	
Base Pay Merit Increase	
New Annual Base Pay (BDT)	

Your Total Rewards statement is as per the annexure.

**Performance Bonus 2017:**

Your bonus is calculated on your year-end ~~bonusable~~ salary on 31 December 2017.

	Individual Measure (60%) BDT	Business Measure (40%) BDT	Total (BDT)
Actual Achievement (BDT)			

Please ensure strict confidentiality of this document and its contents. If you have any questions, please contact your line manager or HR partner. Please sign and return to concerned HR a copy of this letter along with the annexure as a token of your acknowledgement, full understanding and acceptance of this letter and all enclosed ~~annexures~~.

Thank you for your commitment and contribution. Wish you all the best for 2018!

\_\_\_\_\_  
Head of Human Resources (Name & Signature)

Director – Human Resources

\_\_\_\_\_  
Acknowledged & Accepted:

Please see the annexure in the next page

Performance and Reward Statement 2018  
Strictly Private & Confidential

**Annexure: Total Rewards 2018**

Employee Name:

Workday ID:

Business Title:

Total Compensation (BDT Per Annum) (effective 1 <sup>st</sup> April, 2018)	
Grade	
Basic	
House Rent	
Conveyance	
Other Allowance (if applicable)	
Festival Allowance	
LFA (if applicable)	
<b>Base pay</b>	
Superannuation	
Provident Fund (PF)*	
Performance Bonus on Target	

**Note:**

.....  
Head of Human Resources (Name & Signature)  
Director – Human Resources

\_\_\_\_\_  
Acknowledged and Accepted

For making this performance review, GSK Bangladesh uses performance rating scale technique. Along with it, they also use 5box technique for reviewing executive level and managerial level employees' performance which results into their potentials to growth. Then they also use 9box

technique under which 9 criteria are used for talent assessment which is required in senior management jobs. In this method, the assessment is done whether the employee is capable of becoming a director or department head. The criteria and performance rating guide for the managers to rate the employees are:

<b>Overall Performance</b>	<b>Performance on objectives</b>	<b>Performance on GSK Expectation</b>	<b>Performance relative to peers</b>	<b>Impact of performance</b>
<b>Exceptional</b>	Exceed all objectives	Exemplify and role model all Expectations and where appropriate hold others accountable to them	Significantly delivered performance and behaviors above peer group	Delivered exceptional added value to business beyond scope
<b>Outstanding</b>	Fully delivered objectives, and exceeded some	Demonstrates to a high standard across the Expectations with no de-railers	Stronger performance and behaviors relative to peer group	Delivered differentiated value within business/work/area/team
<b>Strong</b>	Delivered strong progress against all objectives	Demonstrates good evidence across the Expectations and/or good progress towards demonstration of them, no significant negative de-railers	Performance and behaviors comparable to peer group	Delivered positive value to business/work/area/team
<b>Fair</b>	Met some but not all objectives	Is developing towards the required standard across the Expectations, may have demonstrated some negative behavior	Performance or behaviors below that of peer group	Delivered some added value to business/work/area/team
<b>Poor</b>	Did not meet majority of objectives	Failed to meet the standard on the majority of Expectations and/or not demonstrating progression	Performance and behaviors below that of peer group	Did not add value and/or negative impact

Figure 7: performance Rating Guide

## 6.6 The Assessment Period

The assessment period of GlaxoSmithKline Bangladesh's employees is usually from 01 January to 31 December. The evaluation time is from 01 July-30 June for laborers. The employees set their goals according to performance appraisal framework in February.

# Chapter 07: Expatriate Management of GSK Bangladesh



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## **7.1 Expatriate Management**

Expatriates are critical to the navigation of an increasingly complex business environment like GlaxoSmithKline who is operating beyond their domestic domains. The management of expatriates starts with their selection, then moves to training and development for them and later on moves to compensation for them as well as retention in GSK Bangladesh. The selection process, training program and performance appraisal of expatriates in GSK are somewhat similar to what I have described earlier. Sometimes, enhanced and exceptional training and compensation programs are used for expatriates because of their cultural differences. These include cross-cultural training of the expat and attractive global compensation packages for the expats.

As the local resources are not enough to fit in the job requirements then GSK publishes job circulars in international newspaper, like- My Ban to hire expats. There are some important factors that GSK Bangladesh looks at while recruiting any expat and those are:

- ❖ Cultural intelligence and adaptability
- ❖ Job knowledge and motivation
- ❖ Family Situation
- ❖ Flexibility and adaptability
- ❖ Relational Skills

### **7.1.2 Step by Step HR facilities:**

The facilities provided by Human Resource Department after an expat is chosen for joining in GSK Bangladesh Limited are described below step by step:

- **Step 1:**

They need to give a job posting in local newspaper to present that they reached local resources but none of them were fit for the position which led them to hire an expat.

- **Step 2:**

Preparing appointment letter and collect signed copy of Expat & HR Director.

▪ **Step 3:**

Collecting required document to preserve in personal file:

- Academic certificates – photocopy
- Updated resume
- Previous experience certificates (all)
- Do medical test (if required)

▪ **Step 4:**

Applying for E-Visa

List of Documents	Where to find	Duration to get	Remarks
BOR Letter	Secretarial Department	Usually 1 month.	Whenever its confirmed that the expat is going to join, inform secretarial department to collect BOR letter
Academic certificate	From Expat	N/A	N/A
AOA	Secretarial Department	N/A	Collect memorandum of article from secretarial. A part of Memorandum of article is AOA
Appointment Letter	HR Department	N/A	N/A
BOI Registration with company	expat's personal file	N/A	N/A
COI	Secretarial Department	N/A	A part of Memorandum of article is COI
Delegation of Authority	HR Department	N/A	A letter giving signing authority to HR Director. This needs to be signed by MD.
Forwarding letter to get E-Visa	HR Department	N/A	N/A
List of existing Expatriate	HR Department	N/A	N/A
Local Employee List	HR Department	N/A	N/A
MOA	Secretarial Department	N/A	Memorandum of Article
Newspaper Add -copy	HR Department	N/A	Job posted on local newspaper
Passport copy	Expat	N/A	N/A
Passport size picture	Expat	N/A	Scanned copy
Interview assessment sheet	HR Department	N/A	A statement that interview board has decided to hire him
Tax Certificate – Company	Finance Department	N/A	N/A
Trade License	Finance Department	N/A	N/A

After getting all above mentioned They will issue a letter to embassy to give E-Visa.

▪ **Step 5:**

when the expat comes to country with E-Visa, apply for Work Permit. His appointment will start from the day he comes.

List of Documents	Where to find	Duration to get	Remarks
BOR Letter	Secretarial Department	Usually 1 month.	Whenever its confirmed that the expat is going to join, inform secretarial department to collect BOR letter
Academic certificate	From Expat	N/A	N/A
AOA	Secretarial Department	N/A	Collect memorandum of article from secretarial. A part of Memorandum of article is AOA
Appointment Letter	HR Department	N/A	N/A
BOI Registration with company	expat's personal file	N/A	N/A
COI	Secretarial Department	N/A	A part of Memorandum of article is COI
Delegation of Authority	HR Department	N/A	A letter giving signing authority to HR Director. This needs to be signed by MD.
E-Visa Recommendation Letter	Collect from vendor	N/A	N/A
List of existing Expatriate	HR Department	N/A	N/A
Local Employee List	HR Department	N/A	N/A
MOA	Secretarial Department	N/A	Memorandum of Article
Newspaper Add -copy	HR Department	N/A	Job posted on local newspaper
Passport copy with visa page & last arrival	Expat	N/A	N/A
Passport size picture	Expat	N/A	Scanned copy
Mailing address & dependent's details	Expat	N/A	Here his present address, permanent address, contact number, email address, spouse & children's age name
Replacement & training plan	HR Department	N/A	Naming some local employee's who can replace him in future & mentioning some training names that can be provided to him
Tax Certificate – Company	Finance Department	N/A	N/A
Trade License	Finance Department	N/A	N/A

▪ **Step 6:**

Issuing tin certificate/open E-Tin immediately after getting Work Permit done.

▪ **Step 7:**

FBI -security clearance(all WP docs+ some additional docs, as per SB office). It takes around

3 to 5 months to get security clearance. As soon as they get security clearance, they can apply for his rest of period's visa.

Usually one expat cannot stay more than 5 years. After serving 5 years he has to leave & come with a new work permit.

In case of previously worked Expat-

- Circular to newspaper,
- WP application,
- Visa Extension,
- Salary amendment,
- WP closing

▪ **Step 8:**

After getting security clearance they can apply for Visa (for rest of days).

List of Documents	Where to find	Duration to get	Remarks
Collected Work Permit/Work permit acknowledgement slip	Personal file	N/A	
Visa extension letter	Need to prepare		Forwarding letter to passport office
Passport copy, with existing visa & last arrival	Coordinator		Coordinator will provide
Visa form (signed by expat)	Coordinator		Coordinator will provide
2 copies passport size picture	Coordinator		Coordinator will provide
First Work permit(in case of second or more years)	Personal file		HR
Security clearance	Personal file		HR
Authorization letter			Letter assigning authority to someone of GSK to go and submit this

			documents. He needs to carry NID during submission
--	--	--	--

▪ **Step 9:**

Work Permit Amendment:

For salary review or any other correction in work permit they have to apply for Work Permit amendment.

List of Docs	Where to find	Duration to get	Remarks
Board resolution for WP amendment stating the revised salary	Secretarial Department	Around a month	
Forwarding letter addressing to BIDA	HR	N/A	
Salary increment/amendment letter	HR	N/A	Letter to expat (incremented benefits)
Tax clearance certificate or Tax return submission acknowledgement copy of the LAST INCOME YEAR	Coordinator	N/A	
Income Tax payment challan till last month of the salary increment	Secretarial department	N/A	
All WP copy	HR	N/A	
Passport copy, latest visa and last arrival seal	Coordinator	N/A	
Upto date Tax clearance certificate of company	Secretarial Department	N/A	
Justification for amendment	HR	N/A	Letter to BIDA explaining reason of amendment
Increment details of local vs foreign staffs	HR	N/A	Local employee's increment average rate & date

▪ **Step 10:**

Work Permit Cancellation

After working in a country for 5 years one expat's Work Permit has to be cancelled.

List of Documents	Where to find	Duration to get	Remarks
Assignment end letter and Acceptance of	Expat/HR	N/A	HR will prepare & Expat will review &

assignment end letter by Expat			sign
Letter of Resignation/ Separation from GSK	Expat / HR	N/A	HR will prepare & Expat will review & sign
Bangladesh operations to be provided by Expat and Acceptance of resignation/ Separation letter by GSK Bangladesh	Expat / HR	N/A	HR will prepare & Expat will review & sign
Board Resolution of the end of assignment	Secretarial Department	N/A	Inform Secretarial Department minimum 40 W/days
Copy of Bangladesh Income Tax acknowledgement & Tax Clearance Certificate of Expat for the tax year 2017-18 ie, upto the end of assignment ie, 30 June 2018	Secretarial Department	N/A	
Copy of latest Tax Clearance Certificate of GSK	Secretarial Department	N/A	
Copy of Work Permit along with amended work permits	HR	N/A	
Copy of passport with stamped pages	Coordinator	N/A	
Copy of departure ticket	Coordinator	N/A	

The expats of GSK Bangladesh are managed by HR department by following these following steps about their work permit. Different levels of Communication and negotiation is done between HR and many other related agencies and parties for smooth operation of work permit and visa extension of the expats.

**Chapter 08: Internship**  
**at**  
**GlaxoSmithKline Bangladesh Limited**



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## **8.1 Internship at GlaxoSmithKline Bangladesh Limited:**

I was appointed as a HR Operations intern on 19th April, 2018 under HR Operations, HR department. My main task was to assist the entire HR department in different projects and give support in running day-to-day activities of human resources department. Assisting in these activities has given me the overall idea of HR functions of a multinational company like GlaxoSmithKline Bangladesh. During almost four months of journey, I have had many job responsibilities and learning from them and those are described below:

### **8.1.1 Job responsibilities:**

- **Collecting and tracking performance and rewards (P&R) statement of 2018:** It was a very lengthy process as I had to communicate with the employees through e-mail to collect these letters that has been already sent to them. Moreover, I had to check the components of the letter and the employees sign in it with their approval. After checking I had to track the status of these letters after getting it back from the employees. I could track 680 P&R letter out of 715 P&R letter of the employees.
- **Updating and summarizing HR policies:** According to my supervisor's directions I updated some important dates in those policies along with making corrections, if there are any mistakes in those policies. Then I went through all of the 20 policies and made summary of them which was later on uploaded in the GSK Bangladesh's system of their employees. Some of the policies that I worked on are:
  - Guideline on recruitment & selection
  - Holiday and leave
  - Medical & life insurance scheme
  - Disciplinary action
  - Guidelines on compensation & benefits
  - Guideline on working hours
  - Dress code at corporate office
  - Guideline on employee induction, training & development
  - Security Policy etc.
- **Goody bag project:** In this project I was required to make goody bag for the new joiners of GSK Bangladesh. This goody bag is a source of warm welcome to new joiner that



includes gifts and refreshments for new joiners. These gifts usually include- a T-Shirt, a welcome-card from HR director, few chocolate, a key-ring and a note-pad.

- **Project of collecting and tracking Income Tax Certificate(ITC) and NID/Passport:** This project included communicating through e-mails with the employees for collecting their ITC and NID/Passport. In this project I utilized the use of mail merge and collected these documents. Lastly, I tracked E-TIN numbers, NID/Passport numbers through many formulas in Power Point Excel. I also did some surveys on their employee system for collecting information. I could collect around 700 employees information out of 715 management employees.
- **Tracking Employee's Personal Information for system up-gradation purpose:** I used mail merge option here as well in tracking employee's personal information. The employees were required to provide their present and permanent address along with their phone numbers. In the process of this project, I collected and gathered the employee information from different existing files then applied the mail merge option for collecting information from them through e-mail. Lastly, I collected 708 employees personal information out of 715 management employees.
- **Sorting out CV's and Calling candidates for Interview:** CVs got for different positions were sorted by me upon specific criteria. Then I also called many candidates for interviewing purpose and fixed their slots for interview.
- **Assisting and coordinating in Interviews:** I also made top sheets containing employee names, contact numbers and their signature boxes and later I coordinated in those interviews. I made sure all the candidates were present on time and took them to the interview board. I was also present in the interview board observing different candidates.
- **Preparing documents for work permit extension of expatriates:** In case of work permit extension, I prepared the documents and even collected all personal information of the expats to provide it to the specific agencies for work permit extension and VISA as well. I had to communicate with other expats in this process.
- **Assisting in the audit of performance and reward:** In the audit of performance and rewards of the employees, I assisted with the external agency workers who were conducting it. I assisted them in verifying the amounts of the salaries, compensations and rewards of all the employees. The main purpose of doing this audit was to make sure if

the exact amount mentioned in those statements went to their bank accounts or not and to find out if there were any errors in that process.

- **Maintaining, organizing and tracking personal files of the employees:** I tracked all the personal files in their assigned places and filed up necessary documents like- copy of certificates, Income tax certificate, NID/ passport and performance and rewards letters. I also updated the employees' current documents in their personal files.

### 8.1.2 Learning from the Internship:

- Understanding the components of performance and rewards by going through them.
- Became familiar with the performance appraisal system of GSK Bangladesh.
- Using and learning different formulas while tracking employee details and P&R letters. Like- VLOOKUP, COUNTIF, TRIM etc.
- Understanding the way as well the standard of setting HR policies.
- Importance of HR policies for the employees.
- Obtained the experience of calling the candidates for interview and communicating with them regarding many issues.
- Getting clear picture about interviewer's requirement in interview board
- Getting familiar with the formalities of new joining employees.
- Utilizing mail merge to communicate and coordinate with the employees.
- Learning the professional way to communicate with employees.
- Interpreting the processes of applying E-VISA, work permit of expatriates.
- Enhancing interpersonal skills through participating in voluntary works
- Learning the structural way of completing any task given
- Recognizing the components of employee personal files with their importance to the organization.

Lastly, I got the opportunity to turn my theoretical knowledge into practical experience by supporting performance appraisals, recruitment & selection, training and development and expatriate management.

# Chapter 09: Limitations of HR Practices of GSK Bangladesh



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## **9.1 Limitations of HR Practices of GSK Bangladesh**

Some major limitations of GSK Bangladesh in their different HR practices which I analyzed are pinpointed below:

- The number of employees present in each department of GSK is not sufficient to run their business smoothly and result into excess pressure of work for the employees. This happens due to wrong forecasting of job requisitions.
- They do not have any online process of placing job requisition by the line managers/department heads.
- Their system is not upgraded time to time with the updated information of their employees which arises many difficulties in HR activities.
- They recruit new employees from internal referrals more, which limits the company from having more talents from outside.
- The circulars for new requisitioned jobs are not promoted extensively in social medias.
- The employees who were not selected do not get any sort of consolation.
- There is not any online requisition system when any vacancy arise
- After training assessment of the employees is not done in wide-range.
- Online trainings do not ensure if the employee has actually conducted the training or not.
- The process is complex for doing performance appraisal which includes many lengthy processes followed throughout the year.
- There is no monthly/weekly periodic review done on the performance of the employees
- Lack of efficiency in work permit and VISA related works because of using external agencies. These external agencies take a lot of time to process these works and sometimes reject the papers to proceed for minimal mistakes.

## Chapter 10: Recommendation and Conclusion



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## **10.1 Recommendations**

Even though I do not have enough expertise to provide recommendation to a multinational company like GlaxoSmithKline Bangladesh, but I have come up with some recommendation out of my observation. Those are:

- Accurate forecasting of employee requisition should be done by involving each manager and their subordinates via online.
- They should introduce an online job requisition tool that will be handled by the respective departments managers.
- An automated system should be developed by making a long-term investment for long-term solutions to many access related problem. This automated system will contain all updated information of the employees with their access to it.
- They should promote their job circulars more on social medias for acquiring more talented candidates and should also consider external candidates in case of recruiting
- At-least a consolation email should be sent to the failed candidates for maintaining a good rapport with competitive advantage of being innovative. This will also build a foundation of trust.
- The training programs should be composed mandatory on the employees and a quiz should be taken on the training components right after finishing it.
- Elimination of different extra processes should be done in the system of performance appraisal. Like- The rating of the employees on their performance moves around from their line manager to senior manager to divisional managers to HR operations manager. Then the HR operations manager prepares performance increment and rewards. Here, if the line manager sends the ratings to HR operations manager directly, it will make the process less complex.
- The ratings of the employees should be done by not only his/her line manager but also others to avoid biasness. Following 360 approach might help in this case.
- More periodic reviews should be conducted monthly to get more clear view of performance of the employees.
- Lastly, for long-term, they should invest for making a system to provide the facilities of processing work-permit and VISA of the expatriates. Moreover, in short-term, they could

hire separate employees for processing these works of expatriates rather than taking service from agencies.

## **10.2 Conclusion:**

In a nutshell, I would like to say that GlaxoSmithKline Bangladesh puts its utmost effort to perform all of the HR practices accurately and without any error. It follows structural processes to execute their HR policies including efficient recruitment and selection practice, significant training and development system, precise Performance appraisal and effective expatriate management. As I was a part of their HR department, I can relate it more with my learning. From my learning, I can say that, HR not being a physical part of doing business in market contributes even more to make a positive impact on the overall performance of the organization. So, working in this organization and being part of HR processes gave me the opportunity to convert my theatrical learning into practical learning. However, on the basis of my learning I have recommended to do accurate forecasting of job requisition, to conduct more extensive and fair recruitment & selection, to eliminate excess processes for reducing complexity and lastly to invest more on some sectors. These measures will make the processes more credible. Lastly, needless to say, I have cherished my working period in GSK Bangladesh and also to write this report.

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