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GlaxoSmithKline Bangladesh Limited (GSK)

**Recruitment and Selection Process of GlaxoSmithKline Bangladesh
Limited: An Evaluation**

Date of Submission: 2nd September, 2014



DAFFODIL INTERNATIONAL UNIVERSITY

Internship Report On

Recruitment and Selection Process of GlaxoSmithKline Bangladesh Limited: An Evaluation

Submitted To

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Letter of Transmittal

September 2, 2014

To
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Subject: Submission of internship report on recruitment and selection process: An evaluation of GlaxoSmithKline Bangladesh Limited

Sir,

I am highly satisfied to submit my report on recruitment and selection process: an evaluation of GSK. For preparing this report I tried my best to accumulate relevant and upgraded information from available sources. In preparing this report, I tried my level best to make it a complete one and sincerely look forward to any possible correction.

I am very glad because you also given the opportunity to prepare this report .I hope that this report will meet the standards of your judgments.

Your Sincerely

Ishrat Jahan

Certificate of the Supervisor

This is to certify that the internship report titled “Recruitment and Selection Process of GlaxoSmithKline Bangladesh Limited: An Evaluation”, has been prepared by Ms. Ishrat Jahan bearing ID: 131-14-1019 under my supervision, a practical study on GlaxoSmithKline Bangladesh Limited. I think on the basis of declaration Ms. Ishrat Jahan has given this work in her own and she has fulfilled the rules and regulations of internship as per.

I therefore certify that Ms. Ishrat Jahan fulfills the partial requirement of the award at the degree MBA and is a record of unique work carried out successfully.

Dr. Zakir Hossain
Dean & Professor
Faculty of Business & Economics
Daffodil International University

Declaration

I am Ishrat Jahan hereby declare that the project work “Recruitment and Selection Process of GlaxoSmithKline Bangladesh Limited: An Evaluation”, is an original piece of research work carried out by me under the guidance and supervision of Ms. Debarati Mazumder. The information has been collected from genuine and authentic sources. The work has been submitted in partial fulfillment of MBA degree of Daffodil International University.

Signature & Date

Acknowledgement

I would like to express my deepest appreciation to all those who provided me the opportunity to complete this report. A special gratitude I give to my academic supervisor Dr. Md. Zakir Hossain and Manager, HR operations of GlaxoSmithKline Bangladesh limited, Ms. Debarati Mazumder whose contribution is stimulating suggestions and encouragement helped me to coordinate my internship program, especially in writing this report. Furthermore, I would like to acknowledge with much appreciation the crucial role of the Human resource Department of GSK Bangladesh Limited, who gave the permission and assistance to use all required information to complete the internship program and report preparation effectively. Special thanks go to Ms. Debarati Mazumder (Manager, HR operations), Mr.M.Jamilul Ishfaque (Manager, Human Resource Development),Mohammad Masud-Al-Monwar (HR Manager) and other respective employees of GSK, who assisted me to assemble the ideas and gave suggestion about this study. Many thanks to the Director, Human Resources of GSK, Dr. Firoz Alam, for his full effort in leading this highly organized and achiever Human Resource team. It was such a wonderful experience to work with and learn from this internationally reputed organization I appreciate the guidance given by my academic supervisor whose suggestions and comments have added to the development of the report in many ways. This study is hugely indebted to these acknowledge persons' guidance and cooperation for the completion of this report.

Executive Summery

The pharmaceutical sector is one of the valuable sectors in Bangladesh. Due to recent development of this sector, the industry is exporting medicines to global markets, including the European market. This sector is also providing 97% of the total medicine requirement of the local market. Leading companies are expanding their business with the aim to expand into the export market. GlaxoSmithKline Bangladesh Limited (GSK) is a leading multinational healthcare company operating in Bangladesh for years. GSK aims at offering high quality medicines and vaccines to enhance the quality of human life around the world. GSK consider its employee as asset of organization. This study on “recruitment and selection process of GlaxoSmithKline Bangladesh Limited: An evaluation” was aimed to identify and discuss the process of recruitment and selection of GSK which makes healthy and productive environment for the employees and help to achieve goals. This report also evaluates the recruitment and selection process of GSK. This report consists: overview of recruitment and selection process, staffing process, succession planning, HR planning, evaluation of employee turnover rate etc. In addition, necessary suggestions are also provided for improving its present condition. It is found that it would be wise for GSK to concentrate on formulating and exercising competitive business strategies, management procedure, to regain its position.

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Chapter 1

INTRODUCTION

1.1 Introduction of the Study

The Pharmaceutical industry is playing an important role in the economy of Bangladesh. It is known as the most developed hi-tech sectors within the country's economy. After the promulgation of Drug control ordinance in 1982, the local Pharmaceutical companies of country get rapid support for growth and development of this sector was accelerated. There are now about 210 companies in this sector and the total market size is about taka 76,500 million per year. This industry is now self-sufficient in meeting the local demand. In addition, it is the second highest contributor to the national economy after garments, and it is the largest white-collar intensive employment sector of the country.

The recruitment and selection processes of an organization are one of its most important HR planning activities. The basic purpose of recruiting is to ensure a sufficient pool of applicants from which the most qualified individuals may be selected. Effective recruiting is important because sufficient number of qualified applicants is needed to ensure that selection can be successfully accomplished.

I have learned about HRM activities and Recruitment and selection process of GlaxoSmithKline Bangladesh Limited, which encourages employees for working and making the organization renowned.

I prepared a report on Recruitment and selection process of GSK which is linked with Organization Strategy. I think, effective staffing policies encourage employees to accomplish task and create a positive perception toward organization and to achieve organizational objective.

1.2 Origin of the Report

This report is a requirement of the internship program which is an important part of the MBA degree requirement. As the supervisor has advised me to develop a total understanding of the recruitment and selection processes of GlaxoSmithKline Bangladesh Limited (GSK), this report will be prepared on those aspects of the HR practices of GSK.

1.3 Objective of the Study

- ✓ To identify the Recruitment & Selection policies of GSK
- ✓ To evaluate Recruitment & Selection process of GlaxoSmithKline Bangladesh Limited
- ✓ To verify the working environment and its impact on employees morale

1.4 Scope of the study

The scope of this study is to determine what roles and responsibilities are required by human resource manager when dealing with internal and external customer. The study also aimed to review specific policies and procedures being used by GSK when dealing with some difficult and strategically situation. This study aimed to examine existing research on this topic as well as previous research to determine which practices have been successful as ways for GSK to approach this subject. It also determines the external and internal activities and environment of HRD in GlaxoSmithKline Bangladesh Limited.

1.5 Benefits of the study

- ✓ Clear concept about HR activities and HR policies of GSK
- ✓ Know about HR practices of GSK
- ✓ Know about the recruitment and selection process and other terms related to this topic
- ✓ Practical work experience that will help for further research

1.6 Limitations of the study

For some confidential reason, some sort of information may not be exposed in this report.

Chapter 2



Research Methodology

Research Methodology

In every life human being has to face many problems; social, economic, political. These problems in life call for acceptable and effective solutions and for this purpose research is required and methodology applied for the solutions can be found out.

Research was carried out at GSK to find out the recruitment and selection process and evaluation.

2.1 Data Sources

To conduct this research I need some data which is related to this research from GlaxoSmithKline Bangladesh Limited. GlaxoSmithKline conduct their recruitment and selection process by maintaining their code of conduct. So some data are very confidential. But I collect data from some valuable sources and reliable sources. The sources are GSK annual report, magazine, papers, practical experience, and employee of this organization.

2.2 Sampling

As recruitment and selection process is one kind of process so there are a few chances to evaluate it. But some employees leave this organization for different purposes and reasons. GSK always collect data from those employees to know the reason behind their resignation. So in that sector I make a sample of some employees who left GSK and also collect data from employer to know their opinion about this matter.

2.3 Data Collection Method

- ✓ **Secondary Method**
- ✓ **Observation Method**
- ✓ **Experience Survey**

2.3.1 Secondary method

I browsed the internet for as much information I could get. From internet I got the background information of the company.

2.3.2 Observation Method

I observed how recruitment and selection process does in GSK and also contribute that process.

2.3.3 Experience Survey

I worked in GSK as an intern for three months. I get practical experience from this organization. I handle the work related to recruitment and selection process in GSK under the guidance of my supervisor.

Chapter 3



Organization Profile

3.1 About GSK

GlaxoSmithKline Bangladesh limited is a global team of creative people, intent on always looking for new and better ways to do their jobs. They will cross borders, share with and learn from one another. GlaxoSmithKline is a science-led global healthcare company that researches and developed a broad range of innovative medicines, vaccines and consumers healthcare products.

GlaxoSmithKline (GSK) Bangladesh Limited carries with it an enviable image and reputation for the past 6 decades. A subsidiary of GlaxoSmithKline is one of the world's leading research-based pharmaceutical and healthcare companies GSK Bangladesh, continues to be committed to improving the quality of human life by enabling people to do more, feel better and live longer. The Company's principle activities include secondary manufacture of pharmaceutical products and marketing of vaccines, pharmaceutical healthcare products and health food drinks.

In 1949 the Company commenced its journey in Bangladesh with its' corporate identity as GlaxoSmithKline in Chittagong as an importer of products from the GlaxoSmithKline Group Companies. It started spreading its spectrum from being an importer to a manufacturer by establishing its own manufacturing unit at Chittagong in 1967. The facility till date is considered as one of the Centers of Excellence in Global Manufacturing & Supply Network of the Group.

The global corporate mergers and acquisitions have seen the evolution of the Company's identity in the past 6 decades. In line with mergers and acquisitions the identity changed from Glaxo to Glaxo Welcome Bangladesh Limited following the Burroughs Welcome acquisition in 1995 and finally to GlaxoSmithKline Bangladesh Limited during 2002 after merger with SmithKlineBeecham in December 2000.

The mega merger of the Company enables it to deliver cutting edge advancements in health care solutions. The relentless commitment, setting of standards of ethical standards and quality backed leading edge technology of the Company has built a strong relationship between the stakeholders and GSK Bangladesh. With the ever committed 615 numbers of personnel all over the country GSK Bangladesh, which now comprises of both Pharma and Consumer, continually strive to meet the GlaxoSmithKline mission to improve the quality of human life by ensuring healthcare products, health drinks and different corporate social responsibility programs.

GlaxoSmithKline

GlaxoSmithKline Pharmaceuticals Ltd.	
Parent Company	GlaxoSmithKline Plc.
Category	pharmaceutical and healthcare companies
Sector	Health Care
Tagline/ Slogan	Do more, feel better, live longer
USP	GlaxoSmithKline is the UK's largest and world's second largest pharmaceutical company

Table 01: GlaxoSmithKline Bangladesh Limited

3.2 GSK at a Glance

- ✓ GSK's mission is to improve the quality of human life by enabling people to do more, feel better and live longer.
- ✓ GSK is a research based pharmaceuticals' company. Around 12,800 people work in their research teams to discover new medicines.
- ✓ GSK Bangladesh is committed to provide a healthy and risk free environment for its employees, service providers, visitors and customers.
- ✓ GlaxoSmithKline is one of the largest pharmaceuticals' companies of the world. It has three primary areas of business in pharmaceuticals', vaccines and consumer healthcare.
- ✓ GSK Bangladesh has created 82 positions in different job grades.
- ✓ GSK has a wide geographical reach which include 115 countries, with manufacturing network in 87 sites and more than 100,000 people working globally.
- ✓ Main products of this organization are Horlicks, Horlicks Biscuit, Boost, Sensodyne, Glaxose, Cervarix, Betnovate, Neobacrin, Tykerb etc.
- ✓ GSK is committed to tackling the three priority diseases identified the world health Organization (WHO): HIV, Tuberculosis and malaria.
- ✓ Some of our major community partnership /CSR projects of GSK are :Lymphatic Filariasis(LF), Arsenic Mitigation Project, MajherChor : Village Transformation Project, the phase Project, The Free Primary School Project etc.
- ✓ Key projects of GSK include: GSK-CARE Community Health Worker Infrastructure, GSK-FRIENDSHIP m Health Project and GSK-ICDDR,B Health System Strengthening Proramme.

Strategic Intent

Vision

Leadership Skill

Behaviors



Value

Mission

Sprit

3.3 GSK Mission

GSK mission is to improve the quality of human life by enabling people to do more, feel better and live longer. The Spirit of GSK is a framework that enables us to achieve our mission to ‘Improve the quality of human life by enabling people to do more, feel better and live longer’.

3.3 GSK Values

It includes our company values:

- ✓ Respect for people
- ✓ Patient focused
- ✓ Transparency
- ✓ Integrity

3.3 GSK Vision

Vision is exciting and will give you the opportunity to make a difference in the of billions of people. Our value system and operating principles will provide the necessary guide on how we work at GSK. The key to our success will be your desire and passion to pursue GSK’s priorities –expressed by the business drivers.

We want to become the indisputable leader in our industry, but to do so; we must challenge ourselves and our company, to meet the challenges facing our industry. The work we do brings great benefit to society. We should all be proud of that bring benefit to patients and to ensure that patients have access to those products.

We are now one company, one team, with resources enough to turn opportunity into the delivery of better healthcare to the world. By delivering on our mission, our business success will follow .And the best measure of that success will be an improved quality of life for people around the world who will be able to do more, feel better and live longer.

3.4 Spirit of GSK

Our company sprit describes how we need to behave if we are to achieve our goal .” GSK undertake our quest with the enthusiasm of entrepreneurs, excited by the constant search for innovation. We value performance achieved with integrity .We all attain success as a world class leader with each and every one of our people contributing with passion and an unmatched sense of urgency.

3.5 GSK Strategic Intent and Behaviors

Strategic Intent

GlaxoSmithKline's strategic intent states its business goal. It wants to become the indisputable leader in their industry. For that reason this organization ensures high quality product which is essential for human health, excellent working environment, Delivering competitive advantage. They focus on performance, but they believe there is no achievement without integrity.

Behaviors

- ✓ Flexible Thinking
- ✓ Continues Improvement
- ✓ Consumer Driver
- ✓ Developing People
- ✓ Enable of Drive Change
- ✓ Building Relationship

3.6 GSK Leadership Essentials

The leadership essentials reflect the eight key elements of the GSK spirit .They provide us demonstrating the spirit in how we work, how we lead others and how we lead functions within the company .They apply to everyone regardless of role, they are not just for managers.

In order to ensure superior operational effectiveness, 'how you deliver your objectives is as important as 'what 'you deliver. The leadership model provides the framework to define the 'how' of what we do. Building the spirit of GSK is everyone's responsibility and the leadership essentials were developed to provide direction in guiding each person's contribution to the company's success.

3.7 GSK STP

Segment	Consumer healthcare, prescription medicines & vaccines
Target Group	Patients & healthcare professionals seeking detection, prevention & treatment of disease.
Positioning	We are science led global healthcare company

Table 02: GSK Segment, Target group and Positioning

3.8 GSK Investors

This section of our website contains essential information on GSK's financial performance.

3.9 GSK Code of Conduct

All GSK Directors and employees are bound by Codes of Conduct that sets out the fundamental standards to be followed in all actions carried out on behalf of the Company

3.10 Standard of Ethical Conduct

GSK expect from employees to meet high ethical standards in all aspects of our business, by conducting company activities with honesty and integrity, adhering GSK CR principles and complying with applicable laws and regulations.

3.11 GSK Worldwide

- We are one of the world's leading research-based pharmaceutical and healthcare companies.
- We employ over 99,000 people in over 100 countries
- Around 12,800 people work in our research teams to discover new medicines.
- Our vaccines are included in immunization campaigns in 182 countries worldwide
- Every second, we distribute more than 35 doses of Vaccines.
- Every minute, more than 1100 prescriptions are written for GSK products
- Every hour we spend more than £300,000 (US\$562,000) to find new medicines
- January 2008 marked the tenth anniversary of our programme to help eliminate lymphatic Filariasis (elephantiasis). Since the start of this program we have donated more than 1.4 billion albendazole tablets to countries affected by LF.
- In the developing world, we provide certain medicines at preferential prices ensuring that the poorest can still benefit from our treatments and vaccines.
- Our global community investment and charitable donations were 163 million pounds in 2009.
- The operation of the country divided into three geographical regions: Europe, United States of America and International based.

World Wide operation of GSK

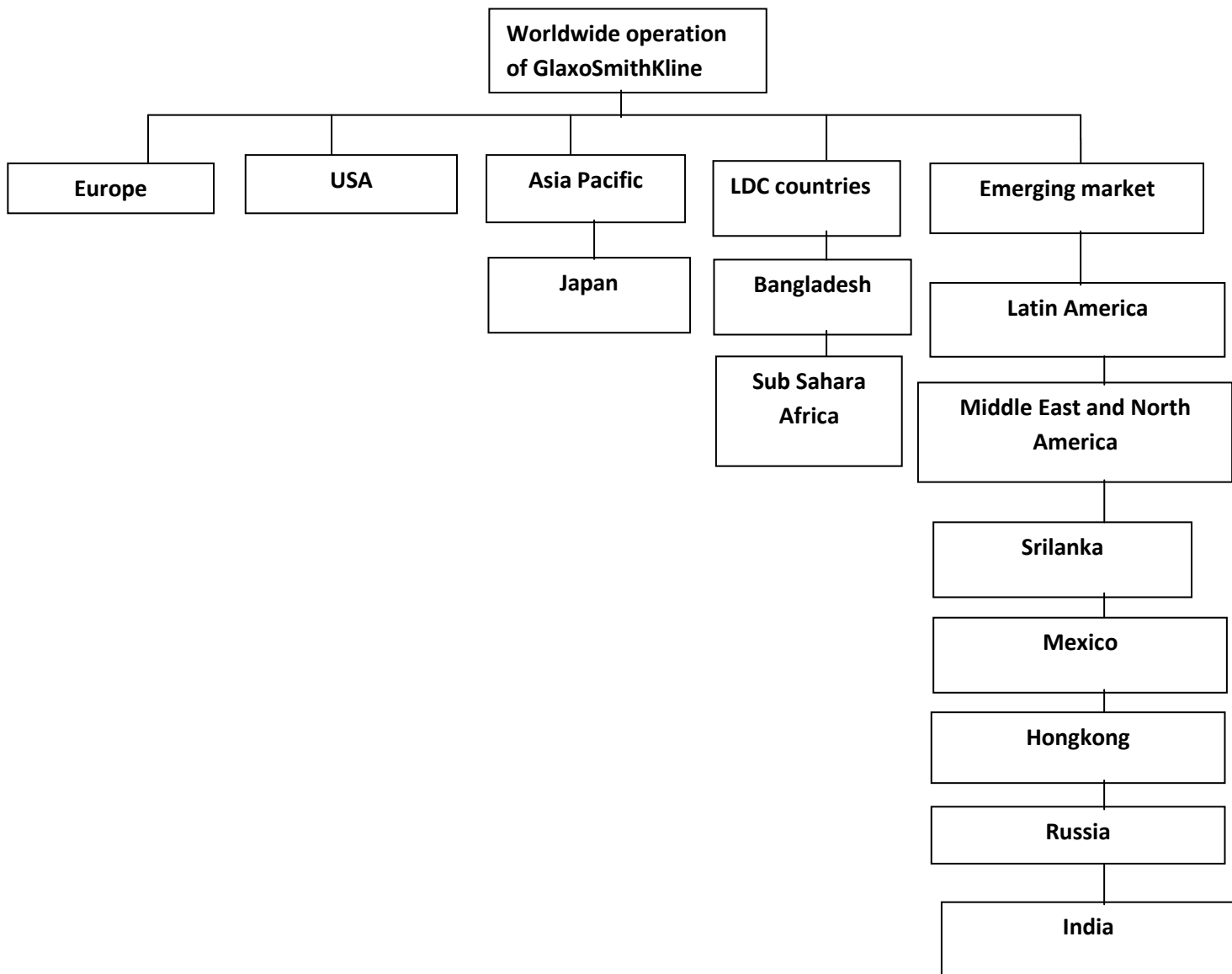


Figure 01: GSK worldwide operation

3.12 GSK Bangladesh

As a Part of a centuries old company GSK Bangladesh a subsidiary of GSK plc started its operation in Bangladesh. Then East Pakistan in 1949.GSK's Bangladesh activities include secondary manufacture of pharmaceuticals products and marketing of vaccines, pharmaceutical healthcare products, nutrition and oral healthcare products. There activities in all three business areas strictly guided by GSK values which include showing respect for people .being customer focused and commitment to transparency and demonstration of highest integrity in their conduct. The global corporate mergers and acquisitions have seen the evolution of the Company's identity in the past 6 decades. In line with mergers and acquisitions the identity changed from Glaxo to Glaxo Welcome Bangladesh Limited following the Burroughs Welcome acquisition in 1995 and finally to GlaxoSmithKline Bangladesh Limited during 2002 after merger with SmithKlineBeecham in December 2000.

The mega merger of the Company enables it to deliver cutting edge advancements in health care solutions. The relentless commitment, setting of standards of ethical standards and quality backed leading edge technology of the Company has built a strong relationship between the stakeholders and GSK Bangladesh.

With 10 vaccines brands, GSK Bangladesh leads the market of the country not only in terms of volume but also in terms of providing a whole range of disease prevention for both infants and adults.

GSK has made a global commitment to reinvest 20% profits they make in developing countries to address issues around providing healthcare services to the underserved communities. In line with the above in Bangladesh It has been investing about one million GBP per year since 2010 in a number of projects within partnerships with CARE,icddr'b and friendship.

3.13 Award and Recognitions

- ✓ Company's Annual 2012 won the second prize in the prestigious 13th institute of Chartered Accountants of Bangladesh (ICAB) best presented annual reports under the manufacturing category.
- ✓ The institute of cost and management accountants of Bangladesh (ICMAB) awarded GSK with the third prize in the 'ICMAB Best Corporate Award-2012' under the pharmaceuticals sector category.

3.14 GSK Profile

3.14.1 GSK Flashback

GlaxoSmithKline (GSK) Bangladesh Limited carries with it an enviable image and reputation for the past 6 decades. A subsidiary of GlaxoSmithKline is one of the world's leading research-based pharmaceutical and healthcare companies GSK Bangladesh, continues to be committed to improving the quality of human life by enabling people to do more, feel better and live longer. The Company's principle activities include secondary manufacture of pharmaceutical products and marketing of vaccines, pharmaceutical healthcare products and health food drinks

In 1949 the Company commenced its journey in Bangladesh with its' corporate identity as Glaxo in Chittagong as an importer of products from the Glaxo Group Companies. It started spreading its spectrum from being an importer to a manufacturer by establishing its own manufacturing unit at Chittagong in 1967. The facility till date is considered as one of the Centers of Excellence in Global Manufacturing & Supply Network of the Group.

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The mega merger of the Company enables it to deliver cutting edge advancements in health care solutions. The relentless commitment, setting of standards of ethical standards and quality backed leading edge technology of the Company has built a strong relationship between the stakeholders and GSK Bangladesh. With the ever committed 716 numbers of personnel all over the country GSK Bangladesh, which now comprises of both Pharma and Consumer, continually strive to meet the GlaxoSmithKline mission to improve the quality of human life by ensuring healthcare products, health drinks and different corporate social responsibility programs.

History at a Glance

Year	History
1873	The company was oriented as Joseph Nathan & Company in New Zealand with the founding of a small import export company. It started its operation as a processing unit of abundant fresh milk of New Zealand. The only product it was producing was Glaxo Baby Food.
1875	It started to export baby food to UK Alec Nathan, son of Joseph Nathan, coined the name Glaxo from Glactose.
1924	Joseph Nathan & Company entered the pharmaceutical industry with the manufacture of Ostelin, the first Vitamin D preparation. The importance of the pharmaceutical market was soon realized
1935	Glaxo Laboratories Limited was founded with its headquarters at Greenford, Middlesex and London for the production and marketing of foods and pharmaceuticals.
1947	After the 2nd world war, Glaxo developed rapidly. Glaxo Laboratories Limited absorbed its parent Joseph Nathan & Company, and became a public company.
1963	Edinburgh Pharmaceutical Industries Limited, which owned Duncan, Flock hart and Company Limited and MAC Far lane Smith Limited, joined Glaxo.
1995	Glaxo acquired 100% share, of Wellcome PLC on may 01, 1995 and formed Glaxo Welcome PLC.
2000	finally to GlaxoSmithKline Bangladesh Limited during 2002 after merger with SmithKlineBeecham in December 2000

Table 03: History of GlaxoSmithKline

3.14.2 Merger of GSK

In 1843 Thomas Beecham launched his Beecham's Pills laxative in England giving birth to the Beecham Group.^[8] Beecham opened its first factory in St Helens, Lancashire, England, for rapid production of medicines in 1859. The original factory was closed in 1994 and passed to the local college for re-development. By the 1960s Beecham was extensively involved in pharmaceuticals. In 1830 John K. Smith opened its first pharmacy in Philadelphia. In 1865 Mahlon Kline joined the business, which 10 years later became Smith, Kline & Co. In 1891 it merged with French, Richard and Company. It changed its name to Smith Kline & French Laboratories in 1929 as it focused more on research. Years later Smith Kline & French Laboratories opened a new laboratory in Philadelphia; it then bought Norden Laboratories, a business doing research into animal health. Smith Kline & French Laboratories bought Recherche IndustriesThérapeutiques (Belgium) in 1963 to focus on vaccines. The company started to expand globally, buying seven laboratories in Canada and the US in 1969. In 1982 it bought Allergan, a manufacturer of eye and skincare products. The company merged with Beckman Inc. later that year and changed its name to SmithKline Beckman. In 1988 SmithKline Beckman bought its biggest competitor, International Clinical Laboratories, and in 1989 merged with Beecham to form SmithKline Beecham plc. The headquarters of the company was moved to England. To expand research and development in the US, SmithKline Beecham bought a new research center in 1995. Another new research centre at New Frontiers Science Park in Harlow, England, was opened in 1997.

Glaxo Wellcome and SmithKline Beecham announced their intention to merge on 17 January 2000. The merger was completed in December that year, forming GlaxoSmithKline (GSK).

Merger of GlaxoSmithKline Bangladesh Limited

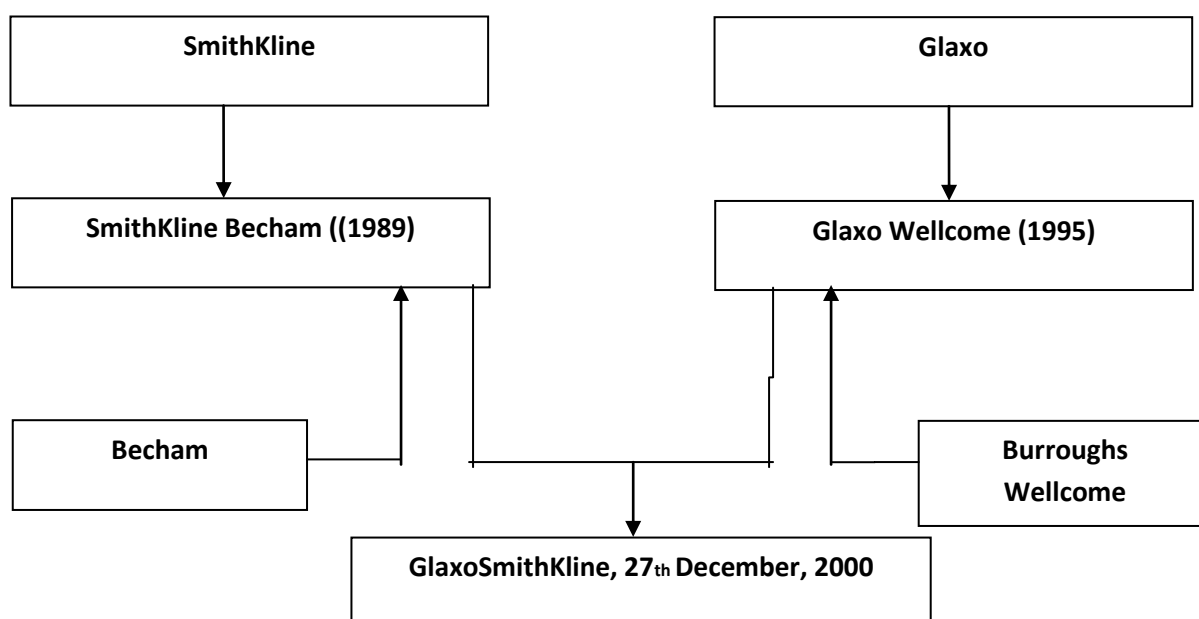


Figure 02: Merger of GlaxoSmithKline

3.14.3 Industry Analysis

The pharmaceuticals company in Bangladesh is one of the most developed hi technology sectors within the country's economy. After the promulgation no drug control ordinance in 1982, the local pharmaceuticals companies of our country get rapid support for growth and development of this sector was accelerated however ,from then multinational national companies are lag behind. There are now about 231 companies in this sector and approximate total market size is about tk 76,500 million per year. Bangladesh pharmaceuticals industry is now heading towards self-sufficiency in meeting the local demand. The industry is the second highest contributor to the national exchequer after garments and it is the largest white collar incentive employment sector of the country.

There are about 450 generics registered in Bangladesh. Out of these 450 generics ,117 are in the controlled category in the essential drug list. The remaining 333 generics are in the decontrolled category in the essential drug list..The total number of brands that are registered in Bangladesh in currently estimated to be 5300 ,while the total number of dosage forms and strengths are 8300.Bangladesh pharmaceuticals industry is mainly dominated by domestic manufactures.

Of the total pharmaceutical market of Bangladesh, the local companies are enjoying a market share reaching around 80%,while MNCS are having a market share of 20%.The growth of the country's domestic pharmaceutical market to tune of \$1.13 billion in terms of value., as it stands now ,is quite a positive development .Such a development has occurred because of decreasing dependence on imported drugs .Currently about 97% of the total requirement of medicines is created by the local companies and the rest 3% is imported, The imported drugs mainly comprise of the cancer drugs ,vaccines for vital diseases ,hormones excites value wise growth recorded at 23.59% in 2011 over that of 2010 points to the fact that many of the pharmaceutical companies have not only successfully replace the imported medicines in quality and quantity, but also reached a point where they could be able to capture markets abroad if only the policy regime is favorable enough.

The top 12 pharmaceuticals company in Bangladesh including local and MNCs are Square,Inceptapharma,Beximco,Opsononpharma,Eskayef,Reneta,A.C.I,Aristopharma,Drugin ternational,SanofiAventies,GlaxoSmithKline.Market share of those top pharmaceuticals companies are shown on a table below:

GSK market share

Companies	Market Share
Square	19.18%
Inceptapharma	9.05%
Beximco	8.62%
Opsononpharma	4.94%
Eskayef	4.84%
Reneta	4.73%
A.C.I	4.44%
Aristopharma	4.08%
Drug international	3.99%
Sanofi	3.75%
Aventies	2.57%
GlaxoSmithKline	1.95%

Table 04: Top pharmaceutical company's and market share

With an inevitable image and reputation for the past 6 decades GlaxoSmithKline Bangladesh Limited running its operation its subsidiary of GlaxoSmithKline plc- one of the world's leading research based pharmaceutical and healthcare companies.GSK is at 12th position among top 12 pharmaceuticals in Bangladesh.Relentless commitment, setting of standards of ethical standards and quality backed leading edge technology of the company has built a strong relationship between the stakeholders and GSK Bangladesh. With the ever committed 701 numbers of personnel all over the country GSK Bangladesh, which now comprises of both pharmaceutical and consumer healthcare products, continually strive to meet the organization's mission.

3.14.4 GlaxoSmithKline PESTEL Analysis

The level of implementation of GlaxoSmithKline (GSK) marketing strategy is subject to a range of external and internal factors that shape overall marketing environment for the business. PESTEL strategic analytical tool can be used to study the impacts of external factors to the business where the abbreviation stands for political, economical, social, technological, ecological, and legal factors.

Political factors affecting the implementation of GSK marketing strategy include possible changes in international trade regulation and competitive regulation likely to be introduced by the governments of China and India.

Economic factors impacting GSK marketing strategy include high rate of economic growth in China and India. Moreover, current economic uncertainties associated with European markets might have negative implications on the marketing strategy

Social factors with potential implications on GSK marketing strategy are changes in consumer lifestyles, shifts in consumer attitudes and opinions etc. However, Cameron (2012) specifies increasing level of customer resentment towards large amounts of profits made by pharmaceutical companies and sliding images of large pharmaceutical companies as the most significant social factor in the current environment.

Technological factors include breakthroughs in pharmaceutical industry, issues associated with licensing and patenting drug manufacturing technology, as well as, the level of development of industry technology.

Ecological factors also have specific implications on GSK marketing strategy that include problems related to global warming, and impact to the environment of GSK activities, and the reaction of stakeholders to this impact.

Legal factors as one of the most important factors involve rules and regulations directly and indirectly related to GSK operations in local markets, as well as, European law and international trade rules, regulations and agreements.

3.14.5 Functional Departments & Its Activities

Major functional divisions of GSK are:

- ✓ Marketing Department
- ✓ Human Resource Department
- ✓ Finance Department
- ✓ Information Technology
- ✓ Medical and Regulatory Affairs

Marketing Department

Sales and marketing (commercial) is a big part of our Vaccines, Pharmaceuticals and Consumer Healthcare businesses. Essentially, its role is to commercialize our products. That could mean bringing vaccines to least developed countries, marketing our medicines, identifying new research and development opportunities, or making our consumer brands the first choice for shoppers.

Availability of roles

Sales and marketing offers lots of opportunities for both graduates and experienced professionals at all levels. Typical jobs include customer account managers, sales specialists, marketing executives, portfolio managers, commercial affairs specialists and market analysts. They need people at both a local market and global level. This could involve working in their centers of excellence, which develop winning commercial strategies for key therapeutic areas and categories.

What's it really like to work in sales and marketing?

Sales and marketing is an exciting, evolving area. GSK are constantly looking to drive business improvement, deliver greater value to patients and consumers, and accelerate their growth. The work can also be extremely diverse. Many of their commercial activities involve liaising with governments, regulatory and health authorities.

Their portfolio includes both established brands and newer, innovative medicines. They are proud of our products and act with integrity. They therefore give their customer-facing professionals in-depth science training to present their medicines and consumer healthcare products properly and reward them for their ability to build relationships with the healthcare industry and retail customers. By putting the interests of patients and consumers first, they make sales and marketing an extremely rewarding career option.

Do GSK have the right qualities?

GSK believe in accountability, empowering their people to deliver their strategies, and creating a pipeline of future managers and leaders. So they need passionate people who can think broadly and display their values and behaviors. You should be commercially savvy, ideally with a medical/science interest and an excellent ability to build relationships. A focus on performance and the ability to react to market change are also important. At a senior level, they need people who can create a vision for positive change and inspire others.

The major functions of Marketing Department of GSK are:

- ✓ Designing and implementing sales strategies
- ✓ Designing and carrying out promotional programs
- ✓ Providing marketing information services
- ✓ Controlling international trades
- ✓ Keeping records of data regarding marketing activities
- ✓ Looking after all brands and patents
- ✓ Building up public communication network

Human Resource Department

Human resources

GSK's dedicated HR teams have allowed us to promote a global culture that recognizes and rewards creativity, collaboration, and responsibility.

Benefits

Besides planning, financing, and operating GSK's benefits programs, they monitor their success and provide a consultancy, audit, and approval process for programs outside the US, including pensions, shares, and healthcare and childcare plans.

Compensation

This team plans, designs, and communicates compensation programs such as long-term incentives, management bonuses, and organization-specific plans. They also oversee base pay, sales incentives, and staff bonus programs.

HR operations

In support of the corporate and business staff functions, they are responsible for HR policies, procedures, and employee relations, diversity leadership, compliance, and equal opportunities.

Employee health management

GSK's goal is to protect and enhance the health of all employees. GSK's responsibilities include health strategies, employee health support, and occupational health and disability management.

HR strategy, communications and systems

Providing a variety of programs and services to HR colleagues, line management and employees, GSK's responsibilities include the strategic planning process, HR measurement, compliance, and operational effectiveness.

Leadership and organization development

GSK's programs and services include senior management conferences, executive exchange, talent reviews, employee opinion research, performance and development planning, as well as a variety of learning resources.

Talent Solutions (Recruitment)

GSK support global and local recruitment activities including policy, systems, branding, and online candidate sourcing, as well as ensuring that the quality of talent hired is maintained

Finance Department

In finance, GSK set themselves ambitious business goals, and take an integrated approach to global cost-effectiveness, service provision, and innovative practice. By joining GSK's team one can directly influence GSK's potential for growth in a rapidly-changing commercial environment.

Financial control

This division is responsible for internal reporting, forecasting, and planning. Here you'll find the corporate external reporting, corporate accounts, governance, and corporate development teams. It's also home to intergroup trade and UK shared financial services, which provides operational financial accounting and control services to all of our UK businesses.

Global internal audit

Our mission is to partner with other audit and compliance groups to lead the continuous improvement of a reliable internal control framework. We independently evaluate, advise, and report on the processes by which significant risks are managed and the adequacy and effectiveness of systems of internal control, with an emphasis on financial and IT processes.

Investor relations

As the main point of contact with the global financial community, we provide information on every aspect of the wider business, such as current performance, future prospects, and the research pipeline, so as to manage the expectations of investors and analysts.

Tax and treasury—corporate tax

Corporate tax is responsible for the global implications of our taxation policy, including tax compliance and planning, group company structures, intellectual property and licensing, the tax aspects of treasury transactions, trading arrangements, and transfer pricing.

Tax and treasury—treasury

Based in two locations—Brentford, UK and Philadelphia, US—this central treasury function is responsible for managing the company's debt portfolio, surplus funds, foreign exchange exposure, and relationships with the wider financial community. We also determine treasury policies for corporate and legal entities, set standards and operating guidelines for treasury activity, and advise on funding for acquisitions and capital projects.

Worldwide real estate (including corporate facilities management)

Operating on a global basis, we acquire and dispose of property for business operations, ensuring that all transactions involving land and/or buildings are conducted effectively and in compliance with corporate governance. We also promote the cost-effective holding and use of the real estate portfolio, developing and distributing policies and procedures to maximize efficiency and minimize cost.

IT Department

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

Medical and Regulatory affairs

Medical and Regulatory department of GSK ,Bangladesh is compiled with required number of doctors and qualified people. This department is primarily responsible to perform tasks like liaison with government for legal issue purpose, communicate with doctors, handling advertisements.

3.14.6 Physical Infrastructure

Corporate office

Corporate office of GSK is located in Dhaka, Gulsan-1. Five Divisions are functioning under supervision of Managing Director of GSK. These five divisions are Sales Marketing, Finance or Secretarial department, Human Resource Department, Information Technology and Medical and regulatory affairs.

Factory

The factory produces secondary dosage forms including antibiotics and caters Toll Manufacturing to a limited extent. The eight different departments comprising GMS Chittagong are Human Resources (HR), Production (PROD), Quality Assurance (QA), Engineering (ENG), Planning & Supply (P&S), Environment Health & Safety (EHS), Procurement (PROC), Finance, & Information Technology (IT).

GMS Chittagong has sustainably performed well in past Quality and Safety audits throughout the years and has increasingly showed the trend of building capacity in terms of quality, productivity, and work environment. The Site has recently brought in a number of production machineries to bring its manufacturing excellence to the fullest. This notion would continue in upcoming years and gradually the focus will be shifted towards developing a sustainable performance culture to a truly low cost solution. GMS Chittagong is a tobacco free Site.

‘QMS in Place, in Use’- logo embedded on outside building wall of the factory demonstrates how seriously the factory nourishes the concept of quality in its operations.

Quick Facts about the Factory

- In 1967 a supporting factory of Glaxo Laboratories (Pakistan) Ltd was formed in Chittagong
- The Registered Office and the Factory are in Chittagong.
- GMS Chittagong produces 73 SQUs namely in the dosage forms of tablets, ointments, liquid, capsules, and powder (as on 11 August 2009)
- In 2009 the Topical section manufactured approx. 12.7 million tubes. Bet ovate group is the leading brand in Bangladesh
- GMS Chittagong employs around 400 direct and indirect employees of which 21% are female. Till date there are 2 GSK certified auditors, 1 QMS champion and 1 OE champion and 10 green belts.

Contact Details

Corporate Office House 2A,Road 138 Gulshan 1,Dhaka 1212 e-mail:gsk.bangladesh-info@gsk.com	Factory Fouzderhat Industrial Area North Kattali PO.Box 53 Chittagong 4217
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District Marketing Offices

GSK has 12 District Marketing Offices (DMO) in Bangladesh. The locations of DMOs are shown below:

Regions	
Dhaka	Dhaka,Mymensingh
Chittagong	Chittagong,Maijdee
Sylhet	Comilla ,Sylhet
Bogura	Bogra,Rangpur,Rajshai
Barisal	Barisal,Jessore,Khulna

Table 05: District Marketing Offices

3.14.7 SWOT Analysis

<p style="text-align: center;">STRENGTH</p> <ol style="list-style-type: none"> 1. GSK is one of the top 5 largest pharmaceutical companies. 2. GSK is one of the world's largest investor in R&D and UK's biggest private sector funder of R&D. 3. Winner of chemical industry manufacturing and resource efficiency award. 4. Strong R&D focus and exploring new markets 5. GSK is a global presence is in over 100 countries 6. Has a strength of over 97000 employees 	<p style="text-align: center;">WEAKNESS</p> <ol style="list-style-type: none"> 1. Controversies regarding issue of safety of drugs affects company's image 2. Patent expiry for a number of blockbuster products
<p style="text-align: center;">OPPORTUNITY</p> <ol style="list-style-type: none"> 1. Strategic agreements with other pharmaceutical companies and organizations to boost its research. 2. Increasing awareness about healthcare needs 3. Global penetration through mergers and acquisitions 4. Increasing demand for quality healthcare solutions 	<p style="text-align: center;">THREATS</p> <ol style="list-style-type: none"> 1. Risk of unsuccessful new Products 2. Regulatory environment is becoming more & more stringent 3. Economic slowdown in European markets

3.14.8 GSK Competitors

1. Abbott Laboratories
2. Amgen
3. AstraZeneca
4. Bristol-Myers Squibb
5. Johnson & Johnson
6. Merck
7. Novartis
8. Pfizer
9. Roche Holdings
10. Sun Pharma

Table 06: GSK Competitors

3.14.9 GMS Timeline

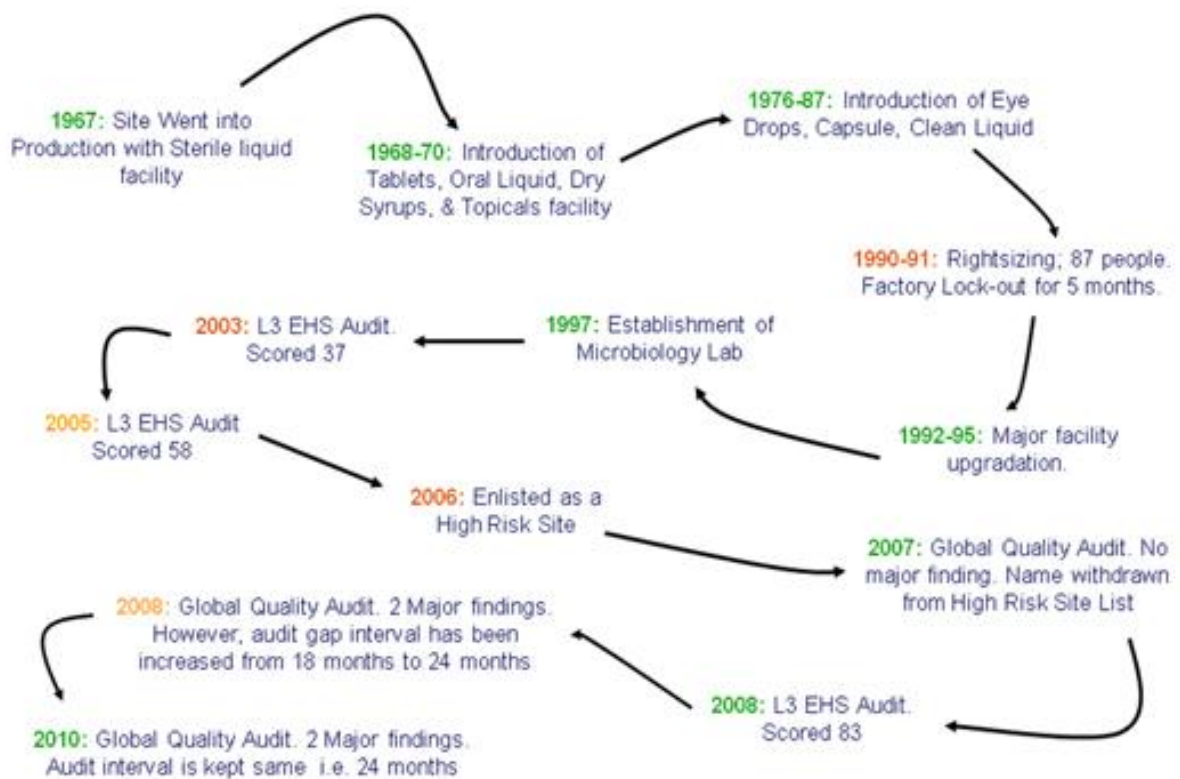


Figure03: GMS Timeline

3.15 GSK Organizational Structure

3.15.1 Management

GlaxoSmithKline Bangladesh Limited is managed by the Board of Directors and the Company Executive Committee (CEC).

The Board of Directors is ultimately accountable for the Company's activities, strategy and financial performance.

- ✓ **Board of Directors**
- ✓ **Company Executive Committee**

3.15.2 Board of Directors

The Board of Directors is ultimately accountable for the Company's activities, strategy and financial performance.

The board of directors consists of 1 Chairman, 4 executive directors and two Non-executive directors there is a clear division of responsibilities between the chairman's functions and that of managing director. The chairman is mainly responsible for chairing the board meeting .On the other hand the managing director is responsible for implementing and coordinating corporate and commercial programmes to achieve its business objectives. All directors have full and timely access to all relevant information and independent professional advice. The board is responsible for the strategic direction and overall management of the company.

Chairman	Rodrigo Becker
Four Executive Directors	M Azizul Huq Managing Director Sarwar A Khan Finance Director and Company Secretary Rajib Borua Site Director Md. Fayekuzzaman Non-executive Director
Two Non-Executive Directors	Masud Khan Non-Executive and Independent Director G Vankatraboni General Manager, Consumer Healthcare

Table 07: Board of Directors

3.15.3 Company Executive Committee

M Azizul Huq Managing Director
Sarwar A Khan Finance Director & Company Secretary
AKM Firoz Alam Director Human Resources
Naresh Katara Commercial Director
Rajib Borua Site Director
Dr. Md. Mahbubur Rahman Head, Clinical R&D and Medical Affairs

Table 08: Company Executive Committee

3.15.4 Audit Committee

The audit committee reviews the financial and internal reporting process ,the system of internal control management of risks , and the external and internal process. The committee also proposes to shareholder appointment of the external auditors and is responsible for their remuneration. The majority of the members of the audit committee are non-executive directors of the company. The Audit committee is appointed by the Board of Directors to assist the board in discharging its oversight responsibilities

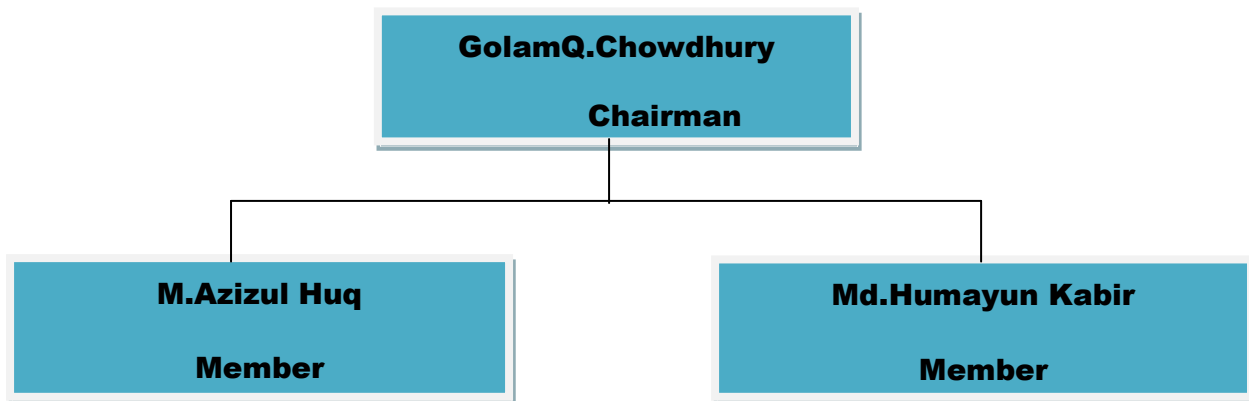


Figure 04: Audit Committee

3.15.5 Corporate Governance Framework

The Company's philosophy of Corporate Governance is aimed at assisting the management of the Company in the efficient conduct of its business and in meeting its obligations to stakeholders, and is guided by a strong emphasis on transparency, accountability and integrity. For several years, the Company has adopted a codified Corporate Governance Charter, which is in line with the best practice, as well as meets all the relevant legal and regulatory requirements. All employees are bound by Codes of Conduct that sets forth the Company's policies on all important issues.

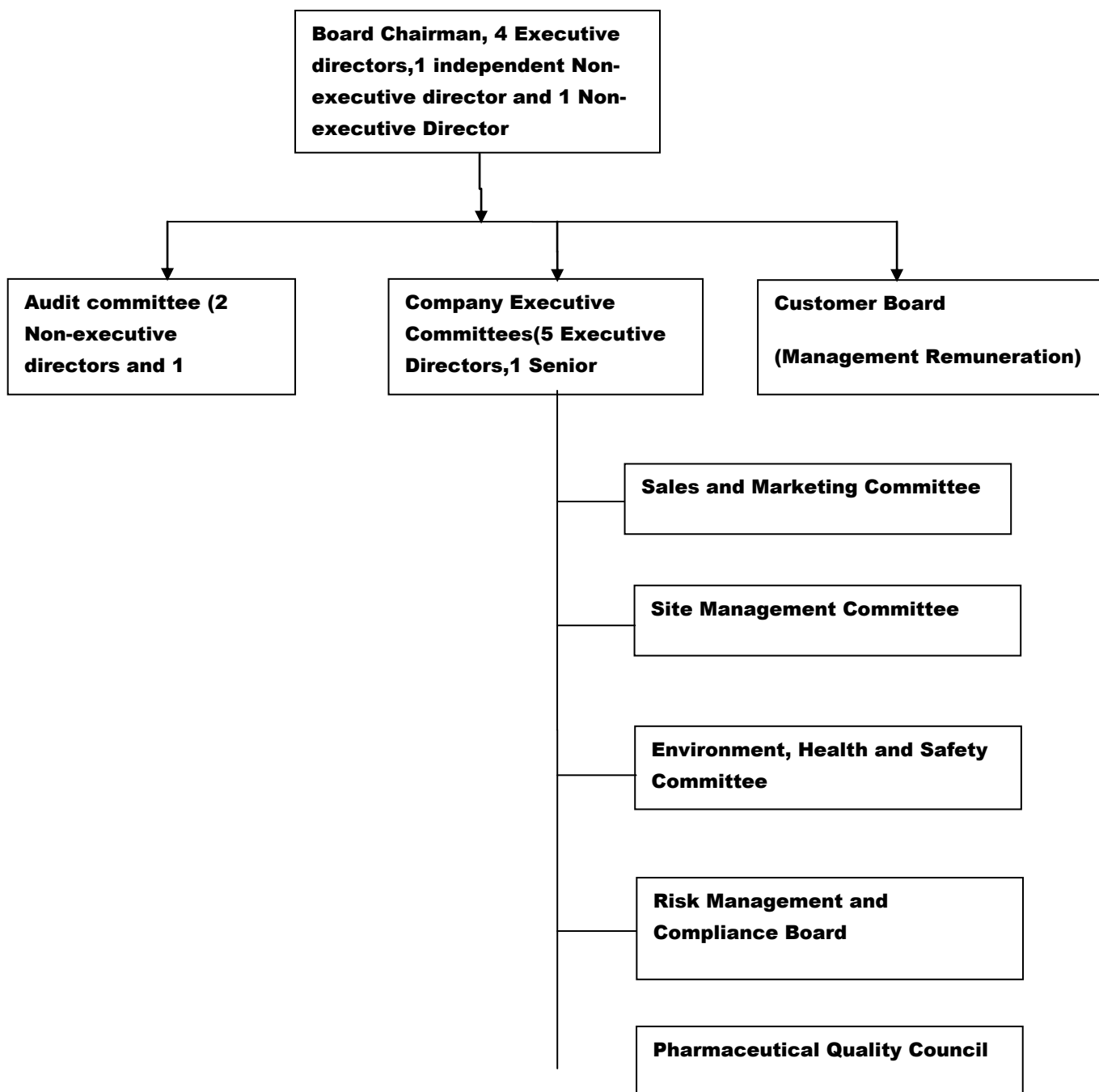


Figure 05: Corporate Governance Framework

3.15.6 Chain of Command of GlaxoSmithKline

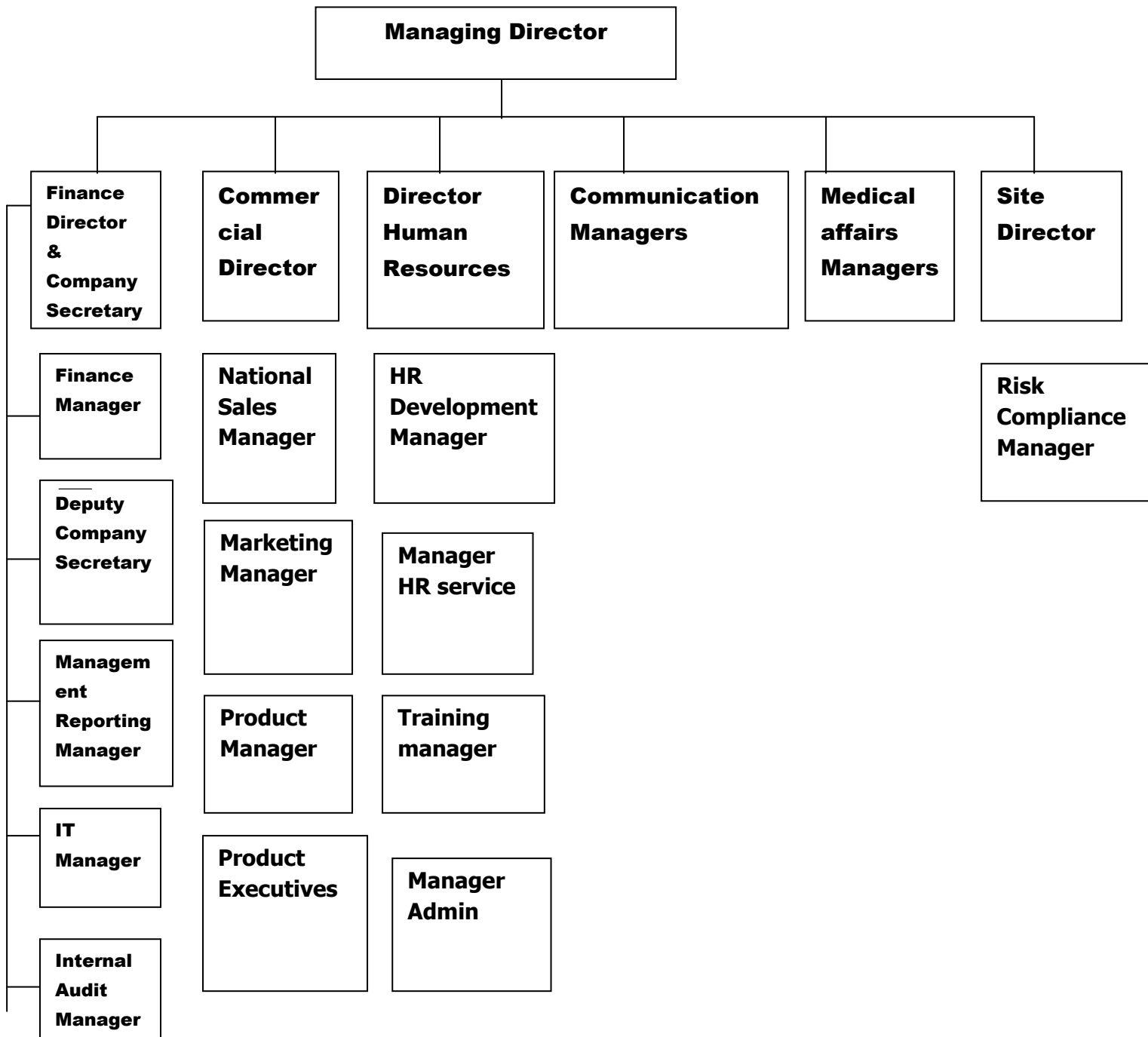


Figure 06: Chain of Command of GSK Bangladesh Limited

3.16 Product Index of GSK

GSK Bangladesh's portfolio includes both pharmaceutical products and consumer products. The pharmaceutical side includes prescription medicines, vaccines and non prescription medicines. Our prescription medicines range across therapeutic areas such as anti-bacterial, respiratory, dermatology, oncology, gastro- intestinal, cardiovascular and other diseases. The company is the market leader in most of the therapeutic categories in which it operates. We offer a range of vaccines, for the prevention of hepatitis A, hepatitis B, invasive disease caused by H, influenza, chickenpox, diphtheria, pertussis, tetanus and others.

In Bangladesh, GSK's consumer brands are the major players in the health food drink category. The powerful portfolio includes Horlicks, Boost, Maltova and Viva which owns an enviable market share of 85%. Among them, Horlicks, a trusted & heritage brand, enjoys 76% market share. Horlicks which has been re-launched in 2008, following intense market research and product development activities, with an improved formulation is clinically tested to make children "Taller, Sharper & Stronger". Three types of product or business at GSK. Those are:

- ✓ **Pharma**
- ✓ **Consumer Healthcare**
- ✓ **Vaccines**

Pharma

Pharmaceutical products currently produced by **GlaxoSmithKline** include:

Adartrel=(ropinirole hydrochloride)	Advair=(salmeterol, fluticasone propionate)
Altabax=(retapamulin ointment)	Altargo =(retapamulin)
Flixonase=(fluticasone propionate)	Flixotide=(fluticasone propionate)
Flolan=(epoprostenol)	<u>Levitra</u> =(vardenafil HCl)
<u>Tracrium</u> =(atracuriumbesilate)	<u>Treximet</u> =(sumatriptan and naproxen sodium)
Zovirax=(aciclovir)	Zyban =(bupropion hydrochloride)

Consumer Health Care

The consumer healthcare business continued to grow in 2013 through the overall unrest in the country created hindrance in the continuity of the rising growth chart. The year 2013 saw the business growing 24%. Horlicks the flagship brand and its extensions have grown in a healthy manner and currently total GSK share stands at 89% in the health food drink category. Almost 40% urban households in Bangladesh now use Horlicks and the rural market promises a new horizon opportunity.

The current leadership team of GSK consumer is part of the history of creating a solid 360 degree sales structure to embrace future challenge. GSK is humbly proud to be driving the initiative of providing access to good nutrition to the people of the country.

Consumer Health Care

Horlicks	Malted Barley, Malt extract, Wheat flour, Milk solids, Sugar, Minerals, Vitamins, Color (Annatto)
Chocolate Horlicks	Sugar, Wheat flour, Malted Barley, Milk solids, Coca powder, Minerals, Vitamins, Protein Isolate
Junior Horlicks	Milk solids, Wheat flour, Malted barley, Sugar, Malt extract, Minerals and Vitamins
Mother Horlicks	Milk Solids, Malt Extract, Wheat flour, Malted Barley, Minerals, Caramel, Coco-powder, Vitamins & Honey
Horlicks Lite	Wheat flour, Malted Barley, Milk Solids, Maltodextrin, Edible Fibres, Gum Acacia, Soy Fiber, Guar Gum, Fruit powder, Protein Isolate, Minerals, Acidity Regulator (Potassium Bi Carbonate), Vitamins, Salt, Color (Annatto), Sweetener (Acesulfame K)
Boost	Malt extract, Wheat flour, Milk Solids, Malted Barley, Sugar, Minerals, Cocoa Powder, Vitamins, Protein isolate
Maltova	Malt extract, Sugar, Milk solids, Color (caramel), Cocoa powder, Salt, Minerals, Nature Identical Flavoring Substances, Vitamins
Viva	Malt extract, Milk solids, Mineral & Vitamins
Glaxose	Glucose powder

Table 09: Consumer Health Care Products

Horlicks- the heritage brand

Horlicks has a significant presence in over fifteen countries. Today Horlicks is the best known brand in the Health Food Drink category in the country. The brand enjoys the trust of generations of Bangladeshi mothers and this relationship has been nurtured by the brand by fortifying the product from time to time. In 1998, Horlicks was fortified with Smart Nutrients- A unique combination of vitamins and minerals- intended to imbibe growing children with mental agility and physical fitness.

Today, Horlicks is the only health drink, clinically proven* to make kids taller, stronger** and sharper++. A premier research institute of India conducted a 14 month research on Horlicks in a reputed boarding school in Hyderabad. In the research, one group of children was given an ordinary health food drink without the Horlicks micronutrients (or vitamins and minerals) while the other group was given Horlicks. Many tests and 14 months later, it was concluded that the children who consumed

Horlicks showed significant improvements in height, muscle mass, bone health and attention/concentration scores as compared to the children who consumed the ordinary health food drink without the Horlicks micronutrients (or vitamins and minerals).

Horlicks

Horlicks is leading the health food drink category being a trusted partner of family for ages. Horlicks provides balanced nutrition including 23 vital nutrients that are important for internal strength and nourishment. It has nutriabsorb science and is clinically proven to makes kids taller, stronger and sharper. Moreover, it improves 5 signs of growth. It's crafted combination of milk. Malted barley and wheat, available in original and chocolate flavors.



Junior Horlicks

A specialized health food drinks for younger kids of 5+, it contains 20 vital macronutrients known to be essential for optimal physical growth and development.



Mother Horlicks

Mother Horlicks is a superior nutritional supplement for pregnant and breastfeeding mothers.



Women's Horlicks

Women's Horlicks is a tailor made nutrition for the women of today .It contains unique combination of Chemical nutrients important for healthy blood and bones.



Horlicks Lite

Horlicks Lite provide a unique combination of essential micronutrients important strength and stamina.



Horlicks Biscuits

Extending the promise of Horlicks as a great family nourisher to snacks. Available in regular biscuits and butter cookies variants. Every 75g pack contains Calcium equivalent to glasses of milk.



Glaxose

Glucose in Glaxose provides consumers with instant energy and helps them to recharge instantly. As a source of instant energy, Glaxose can be consumed during/after sports, while recovering, during excessive heat, in after or even in Monsoon and winter seasons whenever there is need for instant energy.



BOOST

Boost is one of the major health food drink of GSK, is also the only health food drink in Bangladesh, to be scientifically proven to increase stamina by three times more .It is enriched with ENVITA NUTRIENTS –a unique scientific combination of essential vitamins and minerals that significantly improve the levels of key nutrients, important for energy metabolism .That why over the years ,Boost has been the choice of kids who wants to perform better in sports and other completion.



SENSODYNE

Sensodyne is the world’s number 1 sensitivity toothpaste that gives clinically proven relief and protection for sensitivity.



Vaccines

Vaccines help to protect millions of people from diseases.GSK’s portfolio of potential vaccines is one of the best in the industry, with 25 vaccines in clinical development .The company is proud to note that its vaccines development portfolio contains vaccines to protect people of all ages, in most parts of the world.

HIV vaccines:

Various avenues are also being explored for developing an HIV vaccine. One is in collaboration with the international AIDS Vaccine Initiative (IAVI) and the other in collaboration with the institute Pasteur of France. In addition to these avenues, GSK is developing its own candidate vaccines.

GSK's Candidate vaccine:

Collaboration has also been established with the Aeras Foundation, a participant in the fight against tuberculosis, for the continued development of GSK's candidate vaccines. A new agreement has also been signed with the Malaria Vaccine Initiative (MVI) for the continued development of GSK's candidate vaccine against malaria with a possible application for licensure 2010-2011.

Therapeutic Area: Vaccines	
Brand Name	Active Ingredients
Engerix B	Hepatitis B Surface antigen (HBsAg)
Havrix	Inactivated hepatitis A virus (HM175 hepatitis A virus strain)
Varilrix	Oka strain of varicella zoster virus
Tritanrix HB	Diphtheria (D), Tetanus (T) toxoids, inactivated pertussis (Pw) bacteria and purified surface antigen of hepatitis B virus
Priorix	Attenuated Schwarz measles, RIT 4385 mumps (Jeryl Lynn strain) and Wistar RA 27/3 rubella strain of viruses
Typherix	Vi polysaccharide from Salmonella typhi Ty2 strain
Mencevax-ACWY	Lyophilised preparation of purified polysaccharides from Neisseria Meningitidis of serogroups A, C, W135 and Y
Hiberix	Polyribosyl-ribitol-phosphate capsular polysaccharide (PRP) of Hib
Rotarix	Live-attenuated rotavirus vaccine
Infanrix-Hexa	Diphtheria, Tetanus, Acellular Pertussis, Hepatitis B Recombinant, Inactivated Poliomyelitis, Conjugated HaemophilusInfluenzae Type B
Cervarix	Human Papillomavirus Vaccine Type 16 and 18
Synflorix	Pneumococcal polysaccharide and NontypeableHaemophilusinfluenza(NHTi) protein D conjugate vaccine, absorbed
Fluarix	Inactivated Influenza Vaccine

Table 10: Vaccine Products

3.17 General Rules and Regulation of GSK

GlaxoSmithKline plc (GSK) is a leading multinational; healthcare company operating in Bangladesh for years. It concentrates on the development, manufacturing and commercialization of Pharmaceutical and consumer health related products. GSK follows some rules and regulations very strictly. I had knowledge about rules and regulation of GSK. But some confidential reason all rules and regulation of the organization may not be given in this report. GSK mission is do more, feel better and live longer. To achieve its mission GSK need to followed some rules and regulations. Say,

- ✓ GSK follow the rules and regulation given by the Bangladeshi Government when works in Bangladesh. GSK is a multinational company so it trains their employee about cross cultural functions and rules and regulation ,customs, norms of other countries.
- ✓ GSK employees are bounded by integrity and honesty
- ✓ Work need to be finish in time and in a systematic way



**OF GlaxoSmithKline
BANGLADESH LIMITED**

3.18 Research and Development Activities

GSK scientists are working hard to discover new ways of treating and preventing diseases. Our product pipeline is diverse and changes over time as new molecules progress from discovery to development and ultimately to approval where they become available to patients.

Their product pipeline is diverse and changes over time as new molecules progress from discovery to development and ultimately to approval where they become available to patients.



But this progress requires time and investment .It takes about 12-15 years and costs over \$500 million to discover a new medicine or vaccine, so they need to be determined and innovative to help new molecules progress into medicines .

They have a dedicated drug discovery unit in Tres Cantos, Spain which leads drug discovery initiatives in malaria and tuberculosis. The dedication of an entire research unit to these diseases allows the concentration of resource and activity in the area and maximizes our efficiency in making available new medicines and vaccines.

The unit at Tres Cantos employs 50 dedicated full-time scientific staff, whose skills include chemistry, biology, biochemistry, toxicology, cytotoxicology, assay development and in vivo and in vitro screening – basically all the skill sets needed to asses disease targets and find drug candidates for further development.

The metabolic and viral Diseases Centre of Excellence in drug discovery based in research triangle park .North Carolina, leads the effort in discovering new HIV/AIDS therapies.

Their biological facility in Rixensart, Belgium is involved in the discovery and development of vaccines including a malaria vaccine, a TB vaccine and an HIV vaccine.

Nobel Prize

With a rich heritage stretching back to the 18th century, GSK has a wealth of experience and expertise in the advancement of human health. Five of its scientists have won the Nobel Prize for Medicine in the past 70 years.

In 1936, Sir Henry Dale of Wellcome was awarded the Nobel Prize for Medicine for his work in the chemical transmission of nerve impulses.

In 1982, Sir John Vane of Wellcome Research Laboratories was awarded the Nobel Prize, with two other scientists, for their discoveries concerning prostaglandins and related biologically active substances.

In 1988, the Nobel Prize for medicine was awarded to Dr. George Hitchings and Dr. Gertrude Elion, of Wellcome and Sir James Black, who had worked at the Wellcome Foundation and Smith Kline & French Laboratories, for their discoveries of important principles for drug treatment.

3.19 Corporate Social Responsibility at GSK

We believe that strong values are central to business success. We place great importance on what we achieve but also on how we achieve it.

Being a responsible business means operating in a way that reflects our values, treating our stakeholders with respect and connecting our business decisions to society's healthcare needs. We seek to minimize the negative impacts and maximize the benefits of our business. Our approach is guided by our Corporate Responsibility Principles.

Read more about what responsible business means for GSK in the message from our CEO, Andrew Witty, and in our business case for corporate responsibility.

GSK makes a valuable contribution to society through the medicines, vaccines and consumer healthcare products we produce which improve people's lives. However, we know that the research and development, manufacture and sale of medicines and vaccines raise ethical issues, and we aim to be open and transparent about how we tackle them. We seek to understand and respond to the views of our stakeholders on these subjects.

We have established management processes to help advance progress on our CR Principles, and ensure we identify and manage responsibility and reputational risks to our business.

3.19.1 CSR Globally

They provide money, medicines, time and equipment to nonprofit organizations to help improve health and education in underserved communities. We focus on programs that are innovative, sustainable and bring real benefits to those most in need. As a research-based pharmaceutical, our mission is to improve the quality of human life by enabling people to do more, feel better and live longer. We believe that through our products we make a valuable contribution to society by developing and marketing medicines which improve people's lives. We believe and follow the philosophy that we will need to work closely in the communities we operate in locally, nationally and globally.

3.19.2 CSR at Bangladesh

Community Partnership in Bangladesh

Some of our major community partnership /CSR projects are: Lymphatic Filariasis (LF), Arsenic Mitigation Project, MajherChor: Village Transformation Project, the phase Project, The Free Primary School Project etc.

Lymphatic Filariasis Elimination Program

Over 15 percent of the world's population is at risk of infection with Lymphatic Filariasis, a disfiguring disease prevalent in tropical countries.

GlaxoSmithKline is a founding partner in the Global Alliance to Eliminate LF which aims to eliminate the disease by 2020. GSK's commitment is to provide as many doses of albendazole, our ant-parasitic drug which is required to prevent transmission of LF, as are needed. Bangladesh is a major beneficiary of this flagship programme of GSK and every year millions of doses of albendazole are distributed to the LF-prone districts of the country.

MajherChor: Village Transformation Project

Cyclone Sidr which ripped through the country in November, 2007 left most of the southern part of Bangladesh in a devastated state. Amongst many of the chores, MajherChor was one of the hardest hit, where 16-foot waves swept the entire village washing away almost all homes and leaving behind no livelihood for the villagers. Following the cyclone, The British Business Group (BBG) decided to undertake a transformation project of MajherChor which was identified by the Government of Bangladesh. As a key member of BBG, the International Contributions Committee of the parent Company GlaxoSmithKline plc. contributed 50,000 Pound Sterling (more than 100,000 US Dollars) to the project. Under the project, which is named "MajherChor – Village Transformation Project" initiative to Build Back Better was taken and to do so a baseline study was conducted and an NGO called Friendship was taken as an implementation partner.

The baseline study revealed that MajherChor, which has a land of about 1000 acres but only 250 acres of land are inhabitable by 164 families. 60% of the population are farmers and 21%

fishermen and the village had no electricity and only 1% household had sanitary latrines even before the Sidr.

Based on the baseline study and the needs assessment done amongst the villagers the project decided the restoration should include the transformational changes like: replace houses, build cyclone shelter, build a new ghat, replace lost live stocks, clean all the water supplies, raise the embankment and implement extensive reforestation.



MajherChor: Village Transformation Project

The chor now has 164 houses, which were built with innovative design using sand cement hollow bricks and Ferro cement sheets. Each house has provision for rainwater harvesting by collecting roof run-off water in 1000 liter plastic tanks. The MajherChor inhabitants were also provided with each house a solar panel which supplies 40 watts electricity and sanitary latrines.

The houses were constructed by the country's leading builders Mir Akhter Hossain Ltd and Project Builders Ltd. Major infrastructure work was done which includes a new boat ghat with a strikingly designed arch, the raised 3.75 km embankment, sluice culverts to allow the movement of tidal water, reconstruction of the mosque and support to the school with books. The villagers are now economically independent as the entire livelihood was restored. 132 families were given replacement livestock including buffaloes and milking cows. 32 fishermen families were given 3 large boats and 8 fishing boats and nets along with fish and fauna.

The farmer families were supported with seeds, fertilizers; community owned diesel powered tillers and training on better crop management techniques. Business support was also given to set up a grocery store and pharmacy. The project has transformed the sidr ripped devastated

MajherChor to a prosperous self-sustainable MajherChor which now has become a model village.

GSK and Save the Children- a new PHASE

To combat diarrhea and improve the general hygiene and sanitation in the communities, GlaxoSmithKline initiated the Personal Hygiene and Sanitation Education (PHASE) Program in different countries of the world. PHASE was initiated in Bangladesh with Save the Children (USA) in 2005 with a three year long (2005-2008) program in Nasirnagar, Brahmanbaria. The two pronged objectives of the PHASE project in Bangladesh was the improved use and behavior of health, hygiene and nutrition services amongst the enrolled school children of the impact area. With these objectives PHASE worked in 9 unions of Nasirnagar, Brahmanbaria in 79 primary schools reaching out to more than 27000 students. The key activities included –

- Developing special PHASE materials and provide training to build teachers' capacity in School Health and Nutrition (SHN)
- Providing health education to the school children at class rooms through regular sessions
- Providing Iron Supplement & De-Worming at School on a regular basis
- Vision Screening
- Providing First Aid Kits
- Providing provision of safe water and sanitation at school and community
- Activating student's brigade for Behavior Change Communication (BCC) at school and family level.
- Mothers gathering /Courtyard meetings, networking and advocacy to enable BCC at community and family level



GSK and Save the Children- a new PHASE (giving safe water)

After 3 years of the PHASE program now the knowledge level of different hygiene issues like safe water& sanitation, use of tube well water , use of sanitary latrines, hand washing, using slippers etc. has gone up to a level of 95% amongst the villagers. The project has been successful in increasing attendance and enrolment in the primary schools, the rates of diarrhea, anemia and worm load has reduced enormously, personal hygiene habits like washing hands with soap, cutting nails, wearing sandals, brushing teeth, drinking safe water etc. has become a regular practice. The impact area inhabitants now have increased access to health

Information, safe water and sanitation. The success of PHASE has inspired the Ministry of Health and Family Welfare to adopt the PHASE materials in some of their training sessions and Govt SHP has decided to train the primary school teachers all around the country adopting the PHASE materials.

The Free Primary School

A big number of the inhabitants of the Mega City Dhaka are the poor slum dwellers. The children growing up in these slums grow up without any education and without the knowledge of basic hygiene. In an effort to reach out to these children (though very small in number) GSK Bangladesh is sponsoring a free primary school run by an NGO called SatheeKalyanSamity, in Rupnagar, Mirpur (a suburban slum area in Dhaka). School is run by an NGO called SatheeSamajKalyanSamity (SSKS). This NGO is run. The school was opened in February 2010 and the sponsorship will cover all operating costs for the school.

The school is situated at an alley in the Rupnagar area of Mirpur 11 ½ which is densely populated but the area is not a typical Dhaka slum area it has buildings and electricity. The school is a one storied building with 4 rooms amongst which 3 rooms were classrooms and one office room. The building has proper bathrooms and washbasins for the school children. The classrooms have fans and lights and black boards. The school now has around 80-90 children from the slums who are getting free education



The Free Primary School by GSK (opened in February 2010 At Mirpur)

The children studying there now are in between the age of 5-8. Most of them are very enthusiastic about learning and at present there are 3 teachers who are teaching them. The supervisor of the school is a very experienced NGO school teacher and seemed passionate about the school. The children are also taught basic hygiene in the school. The school now has up to class 1 and is planning to gradually open higher classes till class 5 in the coming years. As the name suggests the school is a free school



Chapter 4



Recruitment and Selection Process of GSK

4.1 Overview of Recruitment & Selection Process

Recruitment

Recruitment refers to the overall process of attracting, selecting and appointing suitable candidates to a one or more jobs within an organization, either permanent or temporary. The term may sometimes be defined as incorporating activities which take place ahead of attracting people, such as defining the job requirements and person specification, as well as after the individual has joined the organization, such as induction and on boarding.

Depending on the size and practices of the organization, recruitment may be undertaken in-house by managers, human resource generalists and recruitment specialists. Alternatively, parts of the process may be undertaken by public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies.

The use of internet-based services and computer technologies to support all aspects of recruitment activity and processes has become widespread and has revolutionized recruitment activities ranging from recruitment agencies sourcing candidates through online job boards and social media, or human resource professionals using assessment or job simulation programs as part of the selection process.

Selection

The process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria. Employee selection can range from a very simple process to a very complicated process depending on the firm hiring and the position. Certain employment laws such as anti-discrimination laws must be obeyed during employee selection.

4.2 Recruitment Budget of GSK

The recruitment process is a very expensive component of organizational staffing. The high costs of recruitment also point to the importance of establishing well-developed recruitment budget. The budget that is used for overall human resources purpose of GlaxoSmithKline Bangladesh Limited is 10% of total budget.

4.3 Types of Recruitment of GSK

In GlaxoSmithKline Bangladesh Limited recruit people in two ways:

- ✓ External Recruitment
- ✓ Internal Recruitment

External Recruitment

In External recruitment the company publishes job vacancy which includes:

- ✓ Educational requirements
- ✓ experience if needed
- ✓ Job responsibility, Salary
- ✓ Job location and other requirements if any through Newspaper, Online Job site.

After collecting resumes then starts selecting the best candidates according to their job requirements. External recruitment makes it possible to draw upon a wider range of talent, and provides the opportunity to bring new experience and ideas in to the business. Disadvantages are that it is more costly and the company may end up with someone who proves to be less effective in practice than they did on paper and in the interview situation. There are a number of stages, which can be used to define and set out the nature of particular jobs for recruitment purposes: Job analysis is the process of examining jobs in order to identify the key requirements of each job. A number of important questions need to be explored: the title of the job to whom the employee is responsible for whom the employee irresponsible simple description of the role and duties of the employee within the organization.

Job analysis is used in order to:

1. Choose employees either from the ranks of your existing staff or from the recruitment of new staff.
2. Set out the training requirements of a particular job.
3. Provide information which will help in decision making about the type of equipment and materials to be employed with the job.
4. Identify and profile the experiences of employees in their work tasks (information which can be used as evidence for staff development and promotion).
5. Identify areas of risk and danger at work.
6. Help in setting rates of pay for job tasks.

Job analysis can be carried out by direct observation of employees at work, by finding out information from interviewing job holders, or by referring to documents such as training manuals. Information can be gleaned directly from the person carrying out a task or from their supervisory staff. Some large organizations specifically employ 'job analysts'. In most companies, however, job analysis is expected to be part of the general skills of a training or personnel officer.

Internal Recruitment

In internal job recruitment, that is happened in internal sector. For example promotions, transferring from place to place, division to division. Use unsolicited resumes that are usually maintained department wise in order to search for suitable candidates when needed.

Total Employee, cost and revenue

Year	2014
Total Employees	633
Net income per employee(tk'000)	765
Cost per employee(tk'000)	795
Operation revenue per employee(tk'000)	9489
Staff Strength	2014
Corporate	225
HR	6
Executive Director	9
Senior Management	58
Mid Level Management	92
Junior Level Management	450
Non management staff and others	162
Total	633

Table 11: Total Employee Cost and Revenue

4.4 Human Resource Planning Process

4.4.1 HR Planning

GlaxoSmithKline Bangladesh Limited improve the quality of human life by enabling people to do more, feel better and live longer. To achieve organization mission and vision organization recruits best, skilled and qualified people.

The Human resource division of GSK selects best people and places them in right position according to their competency. When HR department plans for recruitment and selection process they find out the need for employees. Sometimes new positions are created and sometimes employees leave jobs for going outside the country, for study purposes. Every division sends requisitions to the human resource division and they analyze how many new employees they need to recruit and what will be their required qualifications. Then HR prepares job specifications. When the human resource division is planning for new recruitment, they analyze the demand of employees, supply of employees which is known as GAP analysis and analyze market situations, competitors' compensation policies, internal alignment and own compensation policies. When they plan for new employees, they consider:

- ✓ **Candidate qualifications**
- ✓ **Technical Knowledge**
- ✓ **Candidate Social Background**

GSK recruits employees without considering their color, race, customs, disability and country.

4.4.2 HR Activities:

The Human Resource department of GSK performs many activities related to Human Resources. At GlaxoSmithKline, employees are always treated as assets and valuable resources for the company.

HR activities of GSK can be divided into two parts:

- ✓ **Major activities**
- ✓ **Daily Activities**

Major activities of Human Resources include:

- ✓ Recruitment and Selection of new employees to maintain some processes and policies.
- ✓ Training for new employees and development for current employees
- ✓ Make compensation system and manage compensation
- ✓ Evaluate performance of employees
- ✓ Does administrative work
- ✓ Ensure health and safety in office and factory
- ✓ Maintain relationship among different functions
- ✓ Industrial relationship management

Daily activities of Human Resource of GSK include:

- ✓ Check attendance sheet or attendance monitoring
- ✓ Update employee file and maintain employee database
- ✓ Maintain smooth work flow
- ✓ Leave management
- ✓ Develop employee motivation program
- ✓ Allocate annual holidays
- ✓ Conduct training
- ✓ Compensation management
- ✓ Maintain discipline and good work environment
- ✓ Performance evaluation

Special activities of HR of GSK:

- ✓ When new employee join they receive a flower bouquet
- ✓ Give reward for better performance
- ✓ Give greeting card as a sign of birthday wish
- ✓ Vacation tour outside of the country

Leave Management

For personal reason, medical leave, emergency occurrence employee of GSK takes leave. If they want to take leave they should give an application to the authority before. If they leave later, after coming back they should fill up a leave form and submit to the authority. If it is a medical reason they should submit medical report or prescription attached with the form. Then HR management makes entry of leave into the HRIS of GSK and record information into database.

4.4.3 HRD Management Hierarchy

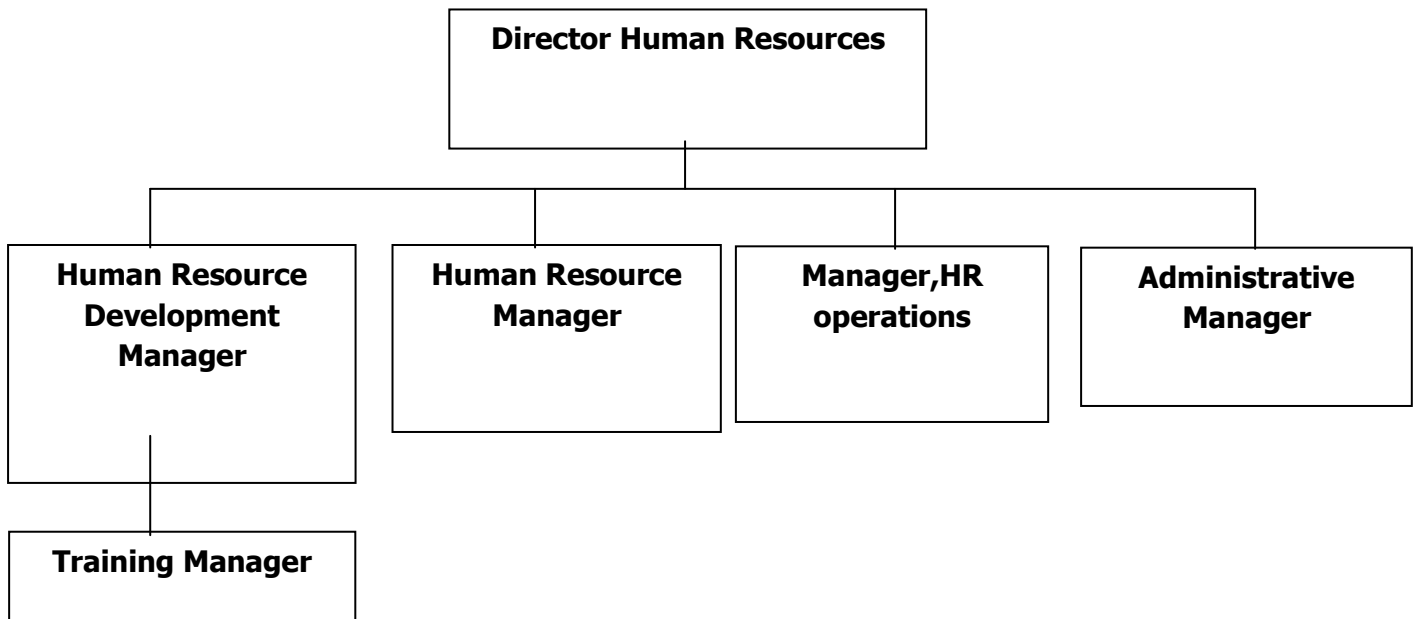


Figure07: HRD Management Hierarchy

4.4.4 Succession Planning

In case of Succession Planning they prepare confidential replacement chart. Succession plan is prepared only for management placement. It's used to retain talents in organization. Organization have '9 box succession planning matrix' to identify potential talents for positions.

4.4.5 HRIS of GSK Using Recruitment and Selection

A HRIS, to manage them and control them without needing to allocate too many resources toward them. In most situations, a HRIS will also lead to increases in efficiency when it comes to making decisions in HR. The decisions made should also increase in quality and as a result, the productivity of both employees and manages should increase and become more effective, which is also known as a human resource information system or human resource management systemic basically an intersection of human resources and information technology through HR software. This allows HR activities and processes to occur electronically. GlaxoSmithKline does not use any HRIS for recruitment and selection process.

4.5 Employee Recruitment & Selection Process

GlaxoSmithKline Bangladesh Limited wants to recruit best people who deliver his competence by giving the highest priority of organization's mission, vision and strategic intent. GSK includes different types of functional department. So it requires qualified and skilled people to work in different departments and have the ability to work in global manner. GSK believes that the best people to serve its strategic intent is to become the in dispute leader of the industry.

Human resource division of GlaxoSmithKline Bangladesh Limited recruits:

- ✓ **To attract large number of applications**
- ✓ **To hold applicants with appropriate qualifications**
- ✓ **To hold the resume to be able to recruit in future for any job**

The recruitment of persons to fill vacancies will be accomplished without regard to race, gender, color, religion, age, national origin, marital status, or disability. Recruitment will be structured to provide the highest caliber employees possible, based on merit and qualifications.

The recruitment process of GSK

The recruitment process involves:

- ✓ Advertising the role
- ✓ Receipt of Applications
- ✓ Sorting out of Applications

Advertising the job

Advertising is the shop window that attracts a potential applicant to find out more about the job. It should provide enough information to make the job sound appealing and encourage a potential applicant to take action.

Each job announcement is published in

- * Printing Media (The Daily Star & the Daily Prothom Alo)
- * Electronic Media (Bdjobs.com)
- * Third Party Contract (The Disha Enterprises)
- * Through references (Internal Selection)

Deserving Requirements:

- *Minimum Educational qualification is Graduation
- *Particular Dept. requires particular subject graduate
- *Technology based position requires highly skilled people (Educational Qualification may be relaxed for experienced people)
- * Specific age is considered for every level and position

Receipt of Applications

Candidates either send their CVs in application for a specific vacancy, or they send unsolicited CVs for any suitable position. The HR division of GSK collects job applications against each job vacancy. In case of newspaper advertisements, the applicants are given at least 3 weeks to apply. After a specific period, each and every job is closed for applying.

Sorting out of Applications

The next step is the short listing of CVs. Usually the HR division is engaged in the short listing. To recruit experienced candidates, CVs may be sorted out from the collection of unsolicited CVs received.. Once potential candidates are thus found out, they are contacted and called for an interview.

The selection process of GSK

The selection process has the following components:

- ✓ Setting selection criteria and selection techniques
- ✓ Written Tests
- ✓ Initial screening of applicants
- ✓ Take Interview
- ✓ Job offer.

Setting selection criteria and selection techniques

Selection criteria are the set of competencies or measures used to rank candidates. These measures should cover eight to ten of the most important requirements identified in the job description.

Applicants are rated against the selection criteria during the interview process. The selection criteria can weight depending on importance and the rating of the applicant multiplied by the weighting gives the applicant's score for those selection criteria.

Selection techniques such as interview questions, written test and other tasks are designed around each of the four to five selection criteria so each candidate can be thoroughly tested for competency in that area. Ideally an applicant's competency should be test in more than one way.

Written Tests

The employment test is generally an aptitude test which measures the candidates' verbal ability, numerical ability, reasoning ability etc. The HR division of GSK make question for job candidates who is relevant to job position, qualification and responsibilities. The HR division provides them with the desired academic qualification and the name of the vacant posts to construct the question paper for the test.

Initial screening of applicants

Screening of applicants following successful recruitment, the aim of the screening process should be to cut the list of applicants to three or four people to be interviewed. At GSK Screening have been done on the basis of the experience level and skills the applicant demonstrates through the CV and how they match up with the selection criteria for the job. If there are a number of similar applications HR department make a phone call to their referees. Once a shortlist has been made it is polite to let the other applicants know they will not be required for an interview.

Interview

General interviews

Sometimes all these tests written tests, oral tests and then presentation are taken in a daylong session through their assessment centre. GSK Bangladesh ltd. uses assessment centre for entry and mid-level employees.

The assessment Panel shall have time to review each candidate's application and/or resume prior to their interview; each candidate shall be allowed a similar period of time for their interview.

Each candidate shall be required to respond to a series of identical questions. The questions must be of an acceptable nature and job related so as not to discriminate.

Consideration shall be given to the following, but not necessarily limited to:

- Approachability, poise, self-confidence
- Ability to articulate thoughts and ideas
- Alertness
- Judgment
- Interpersonal adaptability
- Job Knowledge
- Adequacy of prior training and/or experience
- Initiative, drive, and interest
- Reliability/dependability

Structured interviews

Structured interviews ask all candidates the same questions and set the same tasks. This ensures that the same information is gathered from all candidates and allows for a more objective comparison between applicants.

Reference checks

Reference checks help to establish how a candidate has performed in the past. Both written and verbal references can be falsified, so information gained should be double-checked in another way. Once a preliminary selection decision is made, GSK Bangladesh will verify certain information as provided in the job application such as work experience, last employment status etc. The purpose of reference check is to obtain factual information confidentially about a prospective employee.

Role play

Role play puts a person in a situation and asks them to act out how they would deal with it. This technique is especially useful to assess interpersonal and team skills.

Recruitment & selection process

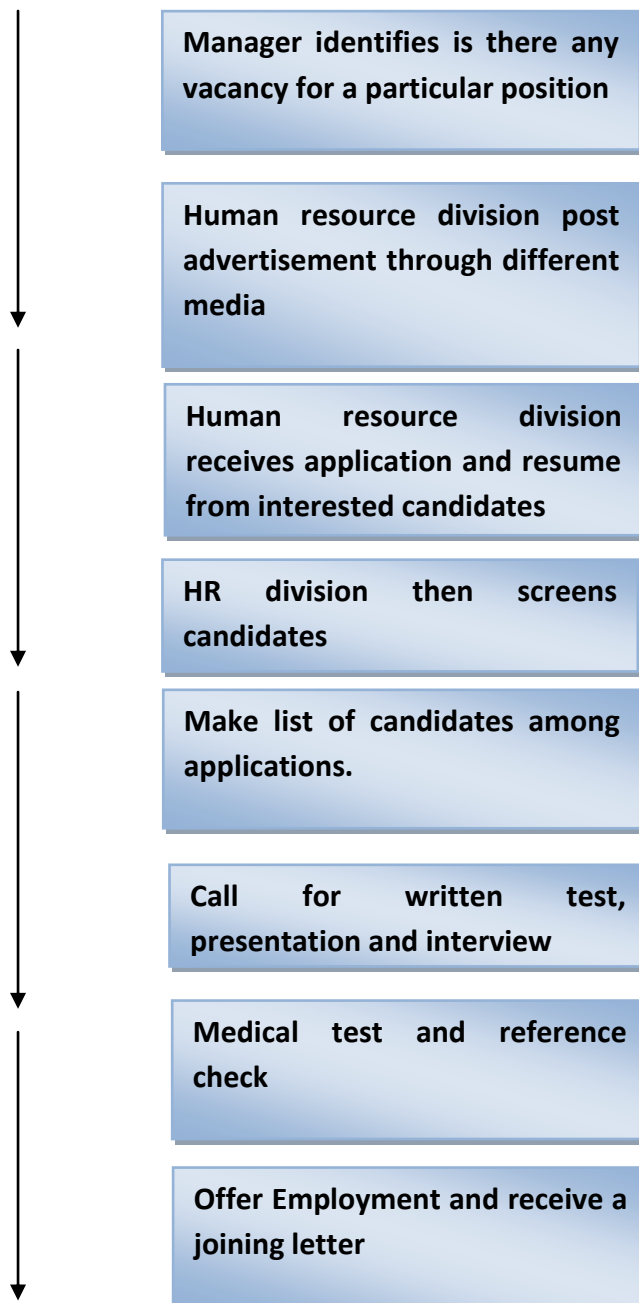


Figure 08: recruitment and selection process of GSK

Personality tests

The importance of personality to job success is undeniable. Often an individual who possesses the intelligence, aptitude and experience for certain has failed because of inability to get along with and motivate other people.

If the job is described appropriately and the selection criteria are appropriate, the 'right' personality for the job is likely to be selected anyway.

Initial General knowledge Test

Tests are very common to find general awareness of the candidates in the field of sports, politics, world affairs, current affairs.

Job Offer

If candidates are chosen for the particular job than employer offer job to the candidates. Then candidates need to do follow rules set by the organization. They need to do medical test.GSK has a deal to some medical say LABAID.A candidate needs to complete their medical checkup and submit the original report. The selected candidate needs to submit joining letter to the Director, Human Resources. Then he or she has given an appointment letter, Induction Program and make personal employee file.

Appointment letter:

On satisfactory result of medical check-up, the HR department will seek approval from the managing director for the appointment of management staff. The appointment authority of GSK Bangladesh will issue an appointment letter to the selected candidate. The appointment letter must include job title, grade/step and salary, nature of appointment (applicable for contract employee), place of posting, name of section or department, effective date of appointment, probationary period, conditions of confirmation and notice period, ending date of employment (applicable for contract employee), benefits entitled for the position.

Induction Program

After giving appointment letter employees should participate in induction program arranged by GSK for new employees. Induction program includes:

- ✓ Give Information about GSK, about GSK business, products, SOP, Code of Conduct
- ✓ Set meeting to introduce with existing employees
- ✓ Set meeting with department heads of different departments
- ✓ Set meeting with line manager to understand about his or her responsibility

Personal file making

After receiving the joining letter personal file makes for all selected employees. To record their personal, professional, job related information personal file need to be made. It includes color photograph, Deceleration for criminal case, resigned job, CV, Appointment letter, Application for Employment, Nomination, and Joining letter, Reference letter, Academic Certificates, Role template, confirmation papers and other papers.

4.6 Employee Orientation

GSK conduct induction orientation program to new employee's .The orientation program designed for 1 to 4 weeks. According to positions, orientation programs are designed. Some positions require orientation with global Manufacturing site and district marketing office, product manager, product executive, marketing service. For this position, employees are sending to GMP and DMOs to understand job and introduce with related authority. New employees are primarily oriented through human resource division. They receive flower at the first at work.

Orientation accomplishes three things

- ✓ New employees feel good
- ✓ New employees understand about organization and it's past, present situation, culture, policies and procedures.
- ✓ Clear conception about expectation of employer and excepted behavior

In GSK orientation program contains:

- ✓ Information about management, human resources, divisions
- ✓ Information about policies and procedures, safety, security
- ✓ Information about code of conduct which is strictly maintained in GSK
- ✓ Socialization through face to face introduction, training, web portal, Email.

Orientation provided by human resources division. Employees know about history of the company, present situation, operation through orientation program Division.

4.7 Diversify

The organization do not discriminate potential or existing employees on the consideration of color,gender,race,religion,status,beliefs,customs,country and physical disability. They also diversified employees with different background.

4.8 Expectations from Candidates

When the company wants to appoint some candidates they have some expectations from them or in other way they have some common requirements for job. First consider about education. They prefer BSC, Masters in pharmacology or MBA degree in particular major department. These academic qualifications are common requirements from candidates. Secondly they emphasize on the commitment for the job and desired position, integrity and honesty, willing to take responsibility and other important factors. For the position of HR executive organization prefers.

4.9 Services & Benefits of Current Employees

- ✓ Attractive compensation package relevant to their responsibility
- ✓ Excellent work environment
- ✓ Refreshment leave
- ✓ Allowances and Bonuses say festival bonus, transport bonus, leave fare assistance, medical, car maintenances, fuel allowance etc.
- ✓ Vacation leave outside the country once in a year from the organization

Chapter 5

Evaluation

5.1 Evaluation of Recruitment & Selection Process

Measurement the rate of turnover up to August 31, 2014

Area	2014
HR	2
Consumer Healthcare	17
Sales	23
Other	10
Total in one year	52
In one month	4

Table 12: Turnover Rate 2014 of GSK

Employee Turnover by Month:

To calculate monthly employee turnover rates, divide the number of employee separations in one month by the total number of active employees at the worksite during the same period. We'll say we have one site of operations.

$$\text{Monthly Turnover Rate} = \frac{\text{Number of separations during the month}}{\text{Total number of active employees}} * 100$$

GlaxoSmithKline Bangladesh limited loses four employees in one month out of 633.

$$m = \frac{4}{633} * 100$$

Turnover rate is 0.63%

Employee Turnover Rates for the First Year

To compute this, divide the total number of employees who leave in less than one year by the total number of employees who leave in the same period.

Here's what the formula looks like:

Employee turnover= monthly turnover rate*12

$$=0.63*12$$

$$= 7\%$$

Employee turnover in one year is 7%

Evaluation

When it comes to turning over employees, the fewer you lose the better, as each new hire presents associated challenges for the company. While a zero percent employee turnover rate may be ideal, it is not likely. Any rate below 15 percent annually is considered healthy and no cause for alarm. This means that a company of 633 workers can lose 52 individuals within a calendar year without it becoming a problem. At GSK monthly turnover rate is 0.63% and yearly is 7%.

Recommendation

At GSK monthly turnover rate is 0.63% and yearly is 7%. So this rate is very good and GSK should retain this rate and try to reduce at zero percent.

Measurement the rate why employee leave the job

Family problems=4
Personal reasons= 5
Professional problems=11
Total =20

Table 13: Reasons of Leave Employee

Many employees left their job. Last three months 20 employee leave their job.GSK always record the reason behind their decision by making a questionnaire's contribute in those job to collect data from leave employees and evaluate the reason for leaving job .Among them 4 employees left job for family problems , 5 employees left job for personal reasons and 11 employees left job for professional problems. Here the chart of measurement in ' %' below:

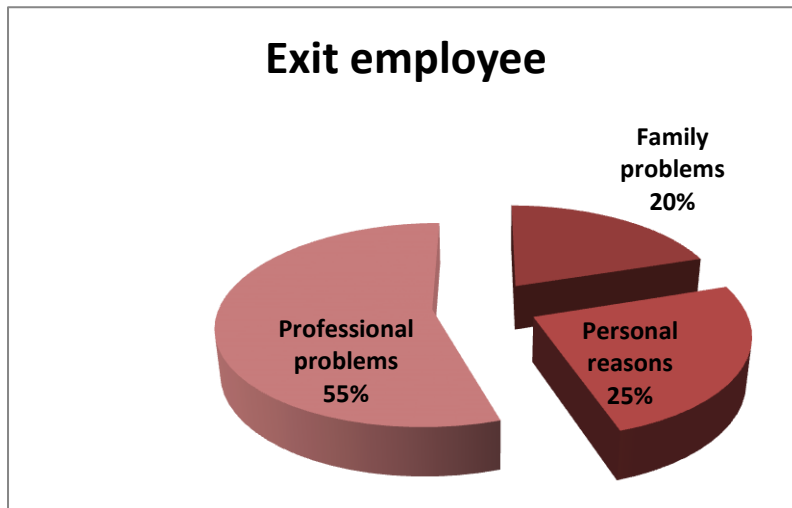


Chart 01 : Exit Employee Measurement

Evaluation:

Here we see,20% of employee left their job for family problems,25% for personal reasons and 55% for professional reasons and main reason is dissatisfaction about salary structure. In my three month research, I observed at GSK.

Recommendation:

In entry level job GSK management should consider their(exit employees) opinion and need to find some way to reduce the rate of leave employees.

5.2 Employee View regarding leave job

Recruitment and selection is a process by which GSK recruit and select employees for their organization. Some employees leave their organization specially in sales department. When an employee leaves GSK, he or she should give the reason behind their decision. They are given a EXIT REQUISITION FORM to fill and give signature over there. This form includes:

- ✓ Name of the employee
- ✓ Contact number of the employee
- ✓ Address
- ✓ Reason behind their decision: Family, personal, Professional. They need to choose one of them.
- ✓ Share briefly work experience with GSK
- ✓ Grievances about GSK and their left job
- ✓ Which can retain them in GSK
- ✓ Any suggestion

For some confidential reason no original copy of EXIT REQUISITION FORM is not submitted in this report, only submitted a sample copy of this form. GSK evaluate their performance and find way how to retain employees and reduce high turnover by evaluating employees opinion.

To evaluate recruitment and selection process I made a secondary data analysis and observation method and had experience at GSK. The result of my research is that employee turnover is high at sale department. Say, medical promotion officer, sales officer etc. They left job because unable to time management, higher study, abroad job, need higher position, need luxurious salary etc.

Chapter 6



Findings, Recommendations, Conclusions

Findings

Positive Findings

- ✓ Good Environment
- ✓ Follow and maintain a systematic process for recruitment and selection
- ✓ Fair judgment when make selection
- ✓ Technical sector is very rich and by using HRIS GSK ensures safety of employee personal and confidential matters.
- ✓ The skills and intellect of GlaxoSmithKline employees are fundamental to the current and future success of the business. It is GSK's human capital that maximizes the potential of the Group's scientific, commercial and financial assets. The company pays maximum attention and efforts in recruiting highly qualified employees who are willing to face challenges in achieving company's goals.
- ✓ GSK Bangladesh recruitment policy is strict in the sense that it does not allow any favor or preferential treatment to anyone. It remains committed to employment policies which do not discriminate between potential or existing staff on the grounds of color, race, national origin, gender, marital status, religious beliefs or disability.
- ✓ GSK Bangladesh is committed to recruit suitably qualified and experienced Bangladeshi citizens for all vacant positions confirming the hiring procedures to the local law and the company's requirements. No one who is below 18 years of age can be hired as an employee for GSK Bangladesh on regular, contract or temporary status.
- ✓ In case of top-level employee recruitment, the interview is taken by divisional head that is completely unaware about the candidate; as a result there is a less chance of occurring biasness.
- ✓ HR and the concerned line manager will maintain absolute confidentiality of the implementation of any part of the recruitment process. No query will be responded or no information will be provided regarding the status of any recruitment until the entire process is completed.

Negative Findings

- ✓ At GSK, employees of sales level are dissatisfied about their compensation management.
- ✓ HRIS system are not installed for all employees
- ✓ There is a high turnover at sales department
- ✓ CV is not sorted according to the skill and experience
- ✓ Monitoring system is not sufficient
- ✓ To recruit any employee for any permanent post GSK Bangladesh Ltd. needs to pass the budget from its headquarterd at least one year back. As a result, in case of emergency situation the company cannot recruit permanent employee within a very short period of time. .
- ✓ It uses Head-hunting process, so there is a little chance to get promotion for existing employees.

Recommendations

Based on objectives, findings and analysis and my limited experience in GSK, some recommendations have been developed. **It would be valuable for the HR to follow these:**

Recommendations Regarding Positive Findings

GSK is a research based pharmaceuticals company. It bears the 12th position in this sector. By providing quality product it ensures a healthy human life. To retain its position it needs continuous improvement and monitoring its activities. GSK Bangladesh is committed to recruit suitably qualified and experienced Bangladeshi citizens for all vacant positions.

Recommendations Regarding Negative Findings

- ✓ To retain employees HR should select competent and skilled people for particular position and also restructuring the compensation system for sales employees.
- ✓ Need more coordination and monitoring.
- ✓ The CVs of applicants should be sorted on the basis of degree or skill as early as possible which will save valuable time to internal CV sourcing.
- ✓ HRIS system should install for all employees and it should fully link with Factory HR.
- ✓ HR personnel should conduct regular open house meeting to identifies and sort out internal issues and conflicts.
- ✓ When an employee gives better performance he or she may be given performance bonuses.
- ✓ New job position may be created to divide responsibility to give better services.
- ✓ Organization should confirm and regularize appointments on contractual posts. Certain criteria can set for creating opportunities for contractual staff to be screened and short listed for certain probable position.
- ✓ For some valuable positions, selection decisions can be made centrally to avoid time.

Conclusion

As a personnel function recruitment and selection is a major Human Resource function designed to attract, obtain and retain the qualified workforce to meet the future organizational needs. Through efficient handling of this practice the organization can successfully continue its operation. The analysis of the report shows some positive practices and negative practices which are need to improve for conducting the employees successfully. If the organization considers this analysis, this will really help to improve its condition.

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Appendices

QUESTIONNAIRE FOR RECRUITMENT AND SELECTION PROCESS

1. What is the total process of recruitment and selection?
2. Is there any training after the selection of employees?
3. Which sources of recruitment are used in GlaxoSmithKline Bangladesh Limited?
4. What are the types of recruitment and selection process?
5. Inform annual recruitment budget and cost of recruitment for this organization?
6. What are the requirements from job candidates?
7. Why turnover is occurred in this organization? What are the reasons behind this turnover? Why employees leave their job?
8. Which external and internal forces influence the staffing program?
9. Is applicant's gender, race, color, locality, religion, physical appearance influences in recruitment process?

EXIT INTERVIEW QUESTIONNAIRE

GlaxoSmithKline Bangladesh Limited

To be completed by an employee, whose resignation has been accepted .All information contained in this form will be only used as a tool to better identify reasons for employees resignation.

Name-----

Designation-----

Department----- Division-----

Date of Joining-----Effective Date of Resignation-----

Why are you resigning? Please tick..

Family problems

Professional Problems

Personal problems

Please write down the main reasons for leaving the company?

Do you have a job offer elsewhere? Yes No

Was there anything that GSK Bangladesh could do not prevent your resignation?

How do you asses working condition, compensation package of the company?

Signature

KPI (Key Performance Indicator)

(2010-2013)

Earnings per share (EPS) TK:

2010	2011	2012	2013
34.05	23.41	20.25	45.35

Return on shareholder Equity-%

2010	2011	2012	2013
29.70	19.83	16.42	29.51

Net assets per share Tk:

2010	2011	2012	2013
114.65	118.07	123.32	153.65

Shareholders Fund Tk:'000

2010	2011	2012	2013
1381,151	1422,290	1485,560	1851,112

Net assets per share%:

2010	2011	2012	2013
10.15	17.77	21.63	16.08

Annual Report on Human Resources 2013

GlaxoSmithKline Bangladesh Limited employs more than 700 people directly. GSK present in this country more than 60 years.

<p>Talent</p> <p>Improve the quality, depth and breadth of talent across the world</p>	<p>Capability</p> <p>Build the enterprise wide capabilities needed to support the business agenda</p>
<p>Performance & Sustainability</p> <p>Enable sustained performance through an aligned, engaged, healthy organization</p>	<p>Reputation</p> <p>Build trust within and outside GSK to protect our reputation</p>

Recruiting, developing and engaging employees:

We want GSK to be an employer of choice and we are investing significantly in our talent development at every level. Our employment policies are against any type of discrimination including race, color, gender and ethnicity and we are committed to an environment that never tolerates any kind of harassment. We take a global view of talent and strategic capabilities, looking at the quality, depth and breadth of our talent across the world. We strive to have good succession plans in place for critical positions across the organization. We offer all employees a range of learning opportunities and tailored development programs.

People Productivity

GSK continues to maintain a very satisfactory position in terms of people productivity. This is confirmed by following Indicators:

Year 2013-corporate job

Total Employees	714
Net income per employee(Tk'000)	765
Cost per employee(Tk'000)	795
Operating revenue per employee(Tk'000)	9489

Financial performance
Statement of financial position (2012-2013)

ASSETS		
	2012	2013
Noncurrent asset		
Property, plant, equipment	497,830	536,861
Intangible asset	-----	5467
Other receivables	64,939	44046
	-----	-----
	562,769	586,374
Current asset		
Inventories	1059,544	1224,492
Trade and other receivables	421,471	506,060
Cash and cash equivalents	1.019434	1,680699
	-----	-----
	2,500449	3,411251
EQUITY AND LIABILITIES		
Equity attributes to the company 'equity holders		
Share Capital	120,465	120,465
Retained Earnings	1300,450	1666,002
General Receive	5000	5000
Revaluation Reserve	59,479	59,479
Capital Reserve	166	166
	-----	-----
Total Equity	1,485560	1,851112
LIABILITIES		
Non-current liabilities		
Deferred tax liability	38,512	32,039
Retirement benefit obligations	83,874	81,469
Obligations under finance leave	21,415	12,757
	-----	-----
Total Non-Current Liabilities	143,801	126,265
Current liabilities		
Trade and other payables	1369,468	1949,378
Current tax liabilities	56,654	62,211
Obligation under finance lease	s7, 735	8,659
	-----	-----
Total Current liabilities	1,433857	2,020248
Total Liabilities	1,577658	2,146513
Total Equity and Liabilities	3,063218	3,997625

Income Statement
(For the year ended 31st December 2013 and 31st December 2012)

Year	2012	2013
Revenue	5,553,812	6,774,872
Cost of sales	3,964,900	4,561,783
Gross profit	1,588,912	2,213,089
Operating Expenses		
Selling expenses	1,065,900	1,328,081
Distribution expenses	21,365	13,418
Administrative expenses	163,427	272,606
Other income	15,927	5,620
Total	1,234,765	1,608,485
Profit from operations	354,147	604,604
Finance Income	55,192	119,559
Profit before Taxation	409,339	724,163
Income tax expenses	165,372	177,914
Profit for the year	243,967	546,249
Earnings per Share (tk) (Basic and Diluted)	20.25	45.35

Statement of Comprehensive Income

For the year ended 31 December 2013	2012	2013
Profit for the year		
Other comprehensive income	243,967	546,249
Total Comprehensive Income of the year	243,967	546,249

INTERVIEW ASSESMENT FORM

Applicants Name:

Position:

Interviewer Name:

Factors	Description	Rating		Comments(if any)
General appearance	physical condition,dress,manner,general impression	10		
Conversational ability	Ability to express himself/herself clear and effectively	10		
General knowledge	way of answering questions, quickness in grasping the point, clarity of thought, sense of purpose and general outlook, analytical ability	10		
Educational Qualifications	technical, academic or professional qualifications, research work,scholarship,prizes and other distinctions obtained	10		
General suitability	Ability to advance and shoulder greater responsibilities	5		
Circumstances	family background, standard of living, how large a family	5		
Total mark		50		

Signature by Interviewer

GlaxoSmithKline Bangladesh Limited

LEAVE APPLICATION FORM

Name: -----

Date:-----

Department: -----

Days

Leave Entitlement for the year : -----

Amount accumulated to days: -----

Total Entitlement: -----

Leave availed so far this year: -----

Net leave available: -----

Earned leave applied for: -----

Balance Due/to be carried forward: -----

Proposed leave dates: -----

Proposed leave address: -----

Telephone number (if any): -----

Signature by line manager

Signature by Applicant

MY DAILY ACTIVITIES AT GSK (month JUN)

Date	Activities/responsibilities
01-Jun-2014	Attend Induction Training& Introduce my Supervisor and Other Staff of HR Department
02-Jun-2014	Read Books and Other Documents to Know about company
03-Jun-2014	Daily Leave Management and other related work
04-Jun-2014	Daily Leave Management and other related work
05-Jun-2014	Daily Leave Management and other related work
08-Jun-2014	Daily Leave Management and other related work
09-Jun-2014	Make Personal Index and Personal File
10-Jun-2014	Make Personal Index and Personal File
11-Jun-2014	Make Personal Index and Personal File
12-Jun-2014	Make Personal Index and Personal File and update personal file of employee
15-Jun-2014	Make condolence letter, Reference Letter and Transfer Letter
16-Jun-2014	Make condolence letter, Reference Letter and Transfer Letter, Introductory Letter
17-Jun-2014	Take leave
18-Jun-2014	Make Training Programme Database by using MS Excel
19-Jun-2014	Make Personal Index and Personal File
22-Jun-2014	Make Code of Conduct Database by using MS Excel
23-Jun-2014	Make Personal Index and Personal File and update
24-Jun-2014	Make Resignation Database by using MS Excel
25-Jun-2014	Make Intern Database by using MS Excel(total 42 intern)
29-Jun-2014	Make Sales Database by using MS Excel
30-Jun-2014	Update and make new personal file(total 3employees)

MY DAILY ACTIVITIES AT GSK (month JULY)

Date	Activities/responsibilities
01-July-2014	Make Exist Employee Database by using MS Excel
02-July-2014	Make New Employee Database by using MS Excel
03-July-2014	Monthly Leave Management and other related work of June
07-July-2014	Daily Leave Management and other related work of July
08-July-2014	Enter MUD ID for salary of each employee by using Salary HRIS(total 25)
09-July-2014	Make and Update New employee personal file
10-July-2014	Take sick leave
13-July-2014	Take sick leave
14-July-2014	Take sick leave
15-July-2014	Call for interview and other work
16-July-2014	Make 4 new personal file and close 2 employee file
17-July-2014	Make condolence letter, Reference Letter and Transfer Letter
20-July-2014	Make Separation Database (Total 470)and maintain
21-July-2014	Make Attendance and Overtime report
22-July-2014	Leave Management
23-July-2014	Make Holiday notice and send it to GMS & All district marketing office(DMO)
24-July-2014	Make and Update Accounts Document file
27-July-2014	Update Nomination paper in personal file and make extension letter and confirmation letter and send to all DMO
31-July-2014	Make birthday gift card and take interview from exit employee through GSK exit employee questionnaire
30-July-2014	Check personal files to find out the documents those are not given by employee and collect

MY DAILY ACTIVITIES AT GSK (month AUGUST)

Date	Activities/responsibilities
03-August-2014	Make 5 new personal file and call candidates for interview
04- August -2014	Daily leave management and other work given by my supervisor related to HR management
05- August -2014	Personal File Management
06- August -2014	Leave Management
07- August -2014	Make Exit Employee file, Closed Internship Programme file, Close d some employee file, Update personal file
10- August -2014	Take leave
11- August -2014	Make Personal Index and Personal File
12- August -2014	Make Employee Database (total 600)and maintain
13- August -2014	Check personal files to find out the documents those are not given by employee and collect
14- August -2014	Leave management
18- August -2014	Check personal files to find out the documents those are not given by employee and collect
19- August -2014	Make interview call(total 5 candidates)and other relevant work
20- August -2014	Make list of confirmation paper (total 26)and update it into personal employee file
21- August -2014	Keep role template into personal file of all sales employee
24- August -2014	Update Confirmation paper in personal file, make new employee file and call for interview
25- August -2014	Accounts file update, call exit employee for final settlement, personal file update and other related job
26- August -2014	Take leave
27- August -2014	Collect 53 role template and Find code number of particular employee and update personal file of those employees AND Collect 14 post training evaluation result form and Find code number of particular employees and update personal file of those employees AND closed 2 personal file by receiving statement final settlement AND update 13 confirmation paper of particular employees personal file
28- August -2014	Make leave information database of 300 employees and Make Personal Index and Personal File
31- August -2014	Make leave information database of 200 employees and Make Personal Index and Personal File and other relevant work of HR