

Project paper
on
Human Resource Management Practices of Aristo
Pharma Limited

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Letter of Transmittal

April 05, 2023

Controller of Examinations

National University

Gazipur-1704

Subject: Submission of **Project paper** on “**Human Resource Management Practices of Aristo Pharma Ltd**”.

Dear Sir,

I am highly pleased to submit my **Project paper on Human Resource Management Practices of Aristo Pharma Ltd**. In preparing this report I have tried my level best to accumulate relevant information from all the available sources. I tried my best to make this Project paper as informative as possible. The most experience and committed teacher Md. Kamal sir guided me to prepare this report. In this case of the preparation of this Project paper, I have studied various document and also gathered particular knowledge.

In this Project paper, I have tried to give my best effort besides of short coming. I would be graceful if you consider those from excusable point. I am highly glad that you have given me the opportunity to prepare this Project paper and hope that this report will meet the standards of your judgment. Any limitation in my Project paper will subject to your kind full consideration.

Sincerely

.....

Sarmin Akter

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Certificate of Approval

I hereby declare that the concerned report entitled **Human Resource Management Practices of Aristo Pharma Ltd.** is an original work by **Sarmin Akter** Roll: 1920474 Registration No: 18601000649 Session: 2018-2019 Major in HRM Program: MBA **Daffodil Institute of IT (DIIT)**, completed his project paper under my supervision and submitted for the fulfillment of the partial requirement of MBA Program at Daffodil Institute of Information Technology.

I wish her every success in life.

.....

Prof. Dr. Mostafa Kamal

Advisor, Daffodil institute of IT (DIIT)

Student Declaration

I, hereby declare that my **Project paper** titled Reporting on **Human Resource Management Practices of Aristo Pharma Ltd.** Under the supervision of Supervisor **Prof. Dr. Mostafa Kamal** Advisor, Daffodil institute of IT (DIIT), Moreover, I want to confirm that the report is only prepared for academic requirement not for other purpose.

Sincerely

.....

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Acknowledgement

There are a few people who really deserve to be thanked for making this Project paper a success. Without their support as well as help this Project paper could never have been completed. I remember all of them with gratitude though. I can't mention all of their names individually for the spatial limitation. I would like to express my deepest gratitude and appreciation to my Supervisor **Prof. Dr. Mostafa Kamal** Advisor, Daffodil institute of IT (DIIT) it would have been possible for me to complete this work without his help advice and suggestion. I would like to express my deepest gratitude to those people who helped me by spending their valuable time in questioner Project paper. I am also grateful to some of my friends. Who helped me to collect information from the websites of Aristopharma Ltd. I am grateful to God, who is almighty & all powerful without.

Abstract

Doing the Project paper at Aristo Pharma Ltd, Human resource division has been exaggerating at both the personal and academic level. The Project paper title is Human Resource Management Practice on Aristo Pharma Ltd. I am learning how to ensure the right number of people at the right place at the right time. Furthermore, I also learn how to work with first organization culture and observe how APL handles its employee through motivation and empowerment and extract from employee their best effort. The Project paper starts with an organization profile of Aristo Pharma Ltd. and its chronological event, mission, vision and its product; Then rationale of the study, scope, limitation and objective of the study. Following that a literature review is given. Next part includes the rules and regulation of Aristo Pharma Ltd. After that a hierarchy is given and it shows that how much an employee can reach through the promotion. Then major portion start with the recruitment and selection process of APL; where reader can find that how much intense situation have to face at APL in recruitment and selection process. Then I talked about the both financial and non-financial benefit provided by APL. After that I have talked about their training and development method. I tried to discuss all their available training method. Furthermore, I have discussed about their daily attendance management system. Then I have talked about their performance appraisal system. Which method they are following while doing performance appraisal I have tried to give detail information. I have also discussed about the probation period and how they assess their probationary employee. Furthermore; some of the key finding was given and a valid analysis has been shown. Then based on those findings and analysis some recommendations are given. Finally, there is the conclusion followed by references and appendix.

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Chapter 1

INTRODUCTION

1.1 Introduction

ARISTOPHARMA LTD. started through the formation of a proprietorship firm with the introduction of a few products in oral liquid & tablet form in 1986. In 1990 new manufacturing unit was commissioned at Shampur-Kadamtali with highly sophisticated and advanced facilities. In 1998 Production line was diversified with the addition of cream and ointment in the portfolio. In 2000 Company starts its international operation – Vietnam being the first country to export, and then export to Sri Lanka, Singapore, Myanmar, Hong Kong, Ukraine, UAE, and Mauritius etc country.

In 2002 Sterile Products Block is commissioned & Ophthalmic Products are introduced in the market. In 2009 Agreement is signed with APC, Australia to set up its 3rd plant at Gacha, Gazipur for Europe/American Market. Export starts to United Arab Emirates of Middle East and Nigeria of Africa. In 2010 Export starts to Pakistan. The new expansion building of factory starts operation with the facilities for inhalers, insulins, lyophilized injections, pre-filled injections, suppositories etc.

1.1 Rationale of the study

The Project paper is originated from the curriculum requirement of MBA program at DIIT. The topic of my Project paper is “Human Resource Management Practices of Aristo pharma LTD. For this reason, I was working with them for observed their functions and operational activities closely.

1.2 Objectives of the Project paper

General Objectives:

1. The General Objectives of the studies to analysis Human Resources Management practices in Aristro Pharma Ltd.

Specific Objectives:

1. To relate the theoretical knowledge of human Resource Management with practical experience.
2. To know Human Resource practices in Aristro Pharma Ltd.
3. To know performance appraisal practices in Aristro Pharma Ltd.
4. To identify their strength, weaknesses, opportunities & threats along with some possible recommendations to Aristro Pharma Ltd.

1.3 Methodology of the study

The study is descriptive and exploratory in nature. This study was mainly based on primary data that was collected through APL. Some data and other necessary information were collected by interviewing officials of APL.

Primary data

Primary data have been collected following ways that is firstly collected data.

- Direct interviews with relevant personnel.
- Expert's opinion.
- Official records of APL.

Secondary data

Secondary data are collected from following forms

- Web pages.
- Annual reports of the company.
- Various books and other internal publications of the company.

1.4 Limitations of the study

1. Unavailability of relevant information and record in the organization was a major hindrance.
2. Another limitation was busy working environment; Employees had limited time to provide information because of their busy routine work.
3. Unintentional non-cooperation of the respondent in providing necessary information.
4. Some of the employees were afraid of in providing confidential information.

Chapter 2

Literature Review

Literature Review

Human resources are the most valuable factor in any organization. Basically, it is the main resource or factor that can differentiate an organization from the other and differentiation is only possible when this resource can be utilized wisely. Though the importance of people in workforce has been recognizing from ancient period, different sorts of papers, journals and books were published by the professor of American Business School in early 1980 to bring the HRM concept into the light as well as the conflicting situation of today's business world regarding human resources that making the environment volatile has been recognized. (Soderlund and Bredin, 2005). As human resources are not the asset like machine, land, technology, their diversity, individuality, psychology etc. require much attention than any other asset of the organization (Soderlund and Bredin, 2005). This was the prime reason why the management of human resources was coming into the limelight and regarding this, different experts define human resource management from their point of view. Dessler (2003) views HRM as "a process of acquiring, training, appraising, and compensating employees and attending to their labor relations, health and safety, and fairness concerns." John Storey (1995) sees human resource as an agent of competitive advantage (Barney, 1995) and this competitive advantage is only possible by the development of a strong and integrated culture which ultimately makes the people committed to their organizations.

It is true that capital, technology etc. are very much necessary for production but without the touch of human being nothing makes happen. Without the movement of paper, nothing moves and human is the actor who moves this paper. Sometimes we say the concept of fully automation system but there must be a person who starts the process, who presses the button of the machine (Smriti, 2014). Most of the HR experts view human resource management as a process of some functions. Recruitment and selection, compensation, training, performance appraisal etc. are those functions mainly (Dessler, 1994). Recruitment is the process of searching and attracting the prospective employees (Yoder, 1986) and selection process helps to find out the best of the best from that attracted talent hub. (2007) views recruitment and selection as an ethical process of seeking and attracting the most competent for the certain position. Flippo (1990) thinks recruitment as a positive activity because it

encourages people to apply for the job. In simple language recruiting is attracting the employee for the particular position and selecting is selecting the right employee for the right position at the right time.

According to Price (2007), there are important approaches of recruitment strategies namely suitability, malleability and flexibility. Suitability means the qualified applicant for the vacant position, malleability means coping with the culture and flexibility stands for the reliability and the versatility of that people (Price, 2007). These important as well as complicated factors are kind of guided principles for the recruitment process. Retaining employees parallel with selecting them is also very much important. Every organization wants the most suitable and competent person for their organizations but there is a serious lacking of talent in the market. In this regard (Pfeffer, 1994) views recruitment and selection process as a toughest battle to win. Channels of recruitment are cascaded into external and internal recruitment, and formal and informal channels (Russo et al., 1995).

As retaining potential employees is also very much important for the organization, there must a well-defined compensation plan or package to motivate the employees. Compensation is very important for organization as it helps to attract and retain the high potentials as well as compensation encourages the employees to behave in the desired way (Patel & Cardon, 2010). According to Minbaeva et al. (2003), compensation increases the motivation of the employees. Compensation includes all kinds of pay of employees that comes from the employment (Dessler, 2003). There are three major types of compensation namely non-monetary compensation, direct compensation and indirect compensation (Schuler, 2010). Non-monetary compensation is a type of compensation paid by the employer that does not involve tangible value. Direct compensation is the employee's base wage like monthly salary or hourly wage. Indirect compensation varies very widely like from social security to health insurance, retirement programs, paid leave child care or moving expenses (Schuler, 2010).

In today's volatile business environment, employees of an organization require to learn different sorts of skills and knowledge continuously. These skills and knowledge have a great impact on the productivity of the organization (Guzzo, Jette & Katzell, 1985). Most of the organization has to take this responsibility to train its employees for the betterment of the employees as well as the organization's profitability though

organizations face many difficulties while training the employees (Ostroff & Kozlowski, 1992). Training is the process of increasing the aptitude, skills and abilities of the employees to perform specific job in a much better way (Jucious, 1998). Flippo also argues that “training is the act of increasing the knowledge and skills of an employee for doing a particular job.” Between two methods of training named on the job training and off the job training, it is vital for the organization to make a careful use of the training methods to make the overall program very cost-effective (Beardwell and Holden, 2010).

Chapter 3

Organizational Overview

3.1 Profile of the organization

Aristo pharma Ltd. is one of the Top 10 pharmaceutical companies in Bangladesh. The company started its journey in 1986 with the honest promise to provide quality medicines at affordable prices to the countrymen. Its state-of-the-art manufacturing plant, located at Shampur-Kadamtali I/A, 10 km from central Dhaka, is equipped with highly sophisticated and advanced facilities. The facility is planned and designed to meet the local as well as international demand both qualitatively and quantitatively.

Aristo pharma manufactures medicines of wide range of therapeutic classes like antiulcerants, antibiotics, NSAIDs, antipyretics, vitamins & minerals, laxatives, cardiovascular, antidiabetics, steroids, antispasmodics, antihistamines, antiasthmatic, antipsychotics, antiemetic's, antiseptics, oncology and many more. It started manufacturing sterile ophthalmic products in 2002 and presently is maintaining no. 1 position in ophthalmic market in Bangladesh. In 2010 Aristo pharma expanded its plant & started manufacturing hi-tech products like inhalers, lyophilized injections, pre-filled syringes, suppositories, insulin & other bio-tech products. Recently Aristo pharma has opened its new UK MHRA standard plant at Gachha, Gazipur with dedicated facility for cephalosporin products. Construction work of dedicated Ophthalmic & Oncology plants are also running in full swing in this new campus.

In Aristo pharma, quality is a journey, not a goal. It continuously sets higher standards and feels passionate to achieve that. Aristo pharma conducted bioequivalence study for its products like Omeprazole (Omeprazole) Capsule, Metacard MR (Trimetazidine) Tablet, Lodipin-5 (Amlodipine) Tablet, AZ (Azithromycin) Capsule & Suspension, Aropen (Meropenem) Injection etc. The company also conducted clinical trials on Taxetil (Cefpodoxime), Afix (Cefixime), Metacard MR (Trimetazidine), Ipec-Plus (Iron Polymaltose+Zinc+Folic Acid) etc. and the results of these studies showed that they are as effective as innovators' brands. It may be mentioned that clinical trials on some other products are ongoing at different hospitals and universities.

With the aim to cope with the challenges of globalization, Aristo pharma ltd. stepped beyond the boundary of Bangladesh in 2000, Vietnam being the first country to export. Today Aristo pharma exports its quality medicines to 34 countries of 5 continents and is moving aggressively to expand and extend its export market. As a recognition to its Quality Management System, Aristo pharma achieved ISO 9001:2000 certificate in 2005. The certificate was issued by Orion Registrar Inc. USA,

one of the prime certification bodies in the world. Later on the certificate was upgraded to ISO 9001:2008 standard. Today around 6000 employees are relentlessly working for Aristo pharma in its journey to build a healthier future.

3.2 Mission, Motto, Strengths

Vision

is to provide better healthcare for the society by manufacturing & marketing quality medicines at affordable prices.

Motto

Is “Quality- the unit we count”. And by quality we never mean only product quality, it extends to our all business activities as well.

Strengths

Is the support that we have gained from our people, our customers and other stakeholders around us?

3.3 Journey of Aristo pharma

1986

The journey started through the formation of a proprietorship firm under the dynamic guidance of Mr. M. A. Hassan, present Chairman & Managing Director of the company. It was a modest start with the introduction of a few products in oral liquid & tablet form. The journey continued through pains & pleasures, through shines & showers...

1990

The new manufacturing plant built at Shampur-Kadamtali I/A, 10 km from central Dhaka, with highly sophisticated and advanced facilities.

1998

The production line diversified with the addition of cream and ointment in the portfolio.

2000

Company started exporting to foreign countries; Vietnam was the first country to export.

2002

Sterile product manufacturing facility was established & sterile ophthalmic products introduced in the market. Moreover, as the first Pharmaceutical Company of Bangladesh, Aristo pharma exported medicines to Hong Kong – one of the most developed countries of Asia.

2003

The diversification rolled on- parenteral dosage forms like Ceftriaxone, Cefuroxime injections etc. introduced.

2005

Company attained ISO 9001:2000 certificate as a recognition to its Quality Management System. Company also touched another landmark in export. It crossed the continental boundary and started export to Ukraine of East Europe.

2006

Export started to Mauritius of Africa. In the same year Aristovision became No. 1 in ophthalmic market of Bangladesh and Aristo pharma as a whole entered the top 10 chart of Bangladesh Pharmaceutical Market.

2009

Signed agreement with APC, Australia to set up its 3rd plant at Gachha, Tongi

2010

The new expansion building of factory started operation with around 66000 sq. ft. floor area and with the facilities for inhalers, suppositories, lyophilized injections, pre-filled syringes, insulin & other biotech products etc.

2011



The company celebrated Silver Jubilee of serving ailing humanity for 25 years. On this occasion, company declared special benefits for its employees and arranged different programs for doctors, employees and for other stakeholders.

2012

The construction work of its third plant at Gachha, Tongi is progressing in full swing. The plant once completed would open up export opportunities to USA & Europe market. Apart from solid dosage forms the plant would help us to manufacture amino acid, hormone, vaccines, anti-cancer products etc.

2013

Company achieved the capacity to manufacture 5 high-tech products- Erythropoietin Injection, Enoxaparin Prefilled Syringe, Inhalers, Insulin Injections and Lyophilized injections as the first & only company in Bangladesh.

2014

The construction work of dedicated cephalosporin plant at Gachha, Tongi is fully completed and soon Drugs Administration of Bangladesh would inspect it for approval of its operation.

2015

The company received manufacturing license for its Gazipur plant for biological products from Directorate General of Drug Administration of Bangladesh. This plant is built as per WHO cGMP and UK MHRA guidelines.

2016

Journey of Aristopharma



The company celebrated 30 years of its journey in a festive mood at Cox's Bazar. On this occasion company arranged different programs for employees & other stakeholders.

...and the journey continues through the path of excellence & attainment.

3.4 Number of Employees

Skilled human resources are the key driving force of Aristopharma's growth. The success is based on attracting, developing & retaining talented & motivated human resource. They share both desire to excel & commitment to improve the lives of the people.

Skill acquisition & development of all staff is the key to a company's growth, in this regard, company are always on the look out to identify training needs of our employees in order to enable them to carry out the entrusted responsibilities. Training programs undertaken, address not only skills relating to the specialty of the individuals concerned, but also their improving leadership & management skills.

Human Resources

The total no. of employees in Aristopharma is around 6000 employees. Among them there are-

- Pharmacists
- Chemists

- Biochemists
- Microbiologists
- Engineers
- CMAs
- CAs
- MBAs
- Doctors
- PhD
- Business economists
- Others (Graduates)

3.5 Products of APL

With the robust product, range of around 200 brands in 400 dosage forms Aristopharma is focusing to be a major player in the branded generic market of this region.

Therapeutic class:

Antibiotic...	Analgesic & Antipyre...
Erectile Dysfunction	NSAID & Analgesic...
Biotech...	Gastroprokinetic Age...
Muscle Relaxant & An...	Laxative...
Antihistamine & Deco...	Bronchodilator & Ant...
Antipsychotic, Neuro...	Antimigraine...
Antiemetic & Antiver...	Vitamins & Minerals...
Steroid...	Cardiovascular...
Antiviral...	Antiallergic...
Mydriatic & Cyclople...	Antiglaucoma...
Dry Eye Product...	Eye Vitamin...

Antiulcerant...	Antiprotozoal & anth...
Antifungal...	Antiscabies...
Antiseptic...	Antidiabetic...
Antifibrinolytic Age...	Antibiotic + Steroid...
Anticataractogenic...	Viscoelastic Agent...
Inhaler...	Antigout & DMARD...
Cholinergic...	Hypertonic Solution...
AntiOAB...	Antihaemorrhoidal...
Ocular Anesthetic...	Antidandruff...
Skin care product...	Lipid Lowering Agent...
Ear Drops...	AntiBPH...
Erectile Dysfunction...	Biotech...
Sterile Eye Drops...	Enzyme...
Hormone...	Sterile Ophthalmic S...
Sterile Ophthalmic G...	Oncology...
Aromatase Inhibitor...	Antacid & Antiflatul...
Aminosalicylate...	Intestinal Anti-infl...
Skeletal muscle rela...	Antihypertensive...
Antineoplastic...	Granulocyte Colony S...
Anesthetic...	Sterile & Pyrogen fr...
Penicillins...	Sterile & Pyrogen fr...
Antiemetic...	Anti-arthritis Suppl...
Tyrosine Kinase Inhiz...	Antidiabetic Oral...
Calcium-channel bloc...	Glucocorticoids...
Sodium-glucose Cotra...	Neuroprotective...
Antirheumatic...	Artificial Tear...
Immunomodulator & LFz...	

3.6 Global Presence

Today, at the age of globalization, it is a world without boundaries. With the aim to cope with the challenges of globalization the company started its export operation in 2000, Vietnam being the first destination.

Current destinations:

- **Asia:** Singapore, Hong Kong, Sri Lanka, Myanmar, Maldives, Vietnam, Bhutan, Macau, Philippines, Afghanistan, Yemen, Cambodia, Uzbekistan & Azerbaijan
- **East Europe:** Georgia
- **Central America:** Guatemala
- **South America:** Guyana
- **Caribbean:** Dominican Republic
- **North America:** Jamaica
- **Africa:** Nigeria, Ghana, Kenya, Egypt & Morocco
- **Oceania:** Fiji, Kiribati, Tonga, Samoa, Solomon Islands & Vanuatu

Pipeline destinations:

African countries & countries of Middle East and Latin America

CHAPTER 4
Theoretical Discussion on Human Resources
Management

4.1: Human Resource Management

The Human Resources field began to take shape in 19th century Europe. It was built on a simple idea by Robert Owen (1771-1858) and Charles Babbage (1791-1871) during the industrial revolution. These men concluded that people were crucial to the success of an Organization. They expressed the thought that the well-being of employees led to perfect work, without healthy workers, the organization would not survive.

4.2: Definition of Human Resource Management

Human resource is a term that involves with management for managing employees, recruiting, and keeping up the employee in the company. It mostly concerns with the matter that is related to employee hiring, firing, training, benefits, compensation, motivation and managing employee. It helps management to provide assurance about employee satisfaction and improve performance so that it can increase productivity. It helps to achieve organizational goal.

As per the explanation of Armstrong (1997), Human Resource Management is a tactical way of obtaining, improving, handling, inspiring and achieving commitment of the organization's prime assets- the person who are working in the organization and for the organizational goal.



4.3: Definition of Training and Development

Training and development are the important part of Human Resource Management. It is the term that focuses on improving skills and knowledge to drive the company performance. It plays vital role to have effective performance which can improve company's productivity and make employee more experience. In every company, employees and staffs need to be trained and developed their skills. It is an investment which leads a company to its success. This investment required efforts and time.

Training

Training is the process which focuses on improving a specific skill to a better standard by going through a course session or by exercising. It helps an employee to know their present condition and where they want to be in the future. As per the definition of Edwin Flippo, training is the method of improving skills and abilities for a specific job.

It is a short time process used to improve skills and abilities. It is mainly for operational employees. It is helps employee to meet the existing necessity of employees.

Development

Development is the approach that is used for improving the whole organization rather than focusing on individual employees. It is a long-time process used for executives. It helps to meet the future needs of the employees. These steps are taken by the top-level employees for their own growth and development. It is continuous process for top level employees to learn and improve their conceptual and theatrical knowledge. It is an educational process that helps managerial personal to grow and mature on their particular field.

Importance of Training and Development

It has great impact on organization to drive the organization success. To have continuous progress, company should train and develop their employees. So, if the company does not train their employee, they may not cope in up the challenging environment where competition is getting tougher. Importance of the training and development are given below-

- Obtaining new skills and maintaining existing skills so that employee can adapt new challenging environment.
- To have leadership, time and team management which will help organization to drive company operation.
- Training and development help to improving employee performance which eventually improving the organizational image.
- Increasing organizational growth.
- Increase organizational productivity.

Need for Training and Development

As training is important for the organization so it need to be implemented in the organization. It is needed when organization finds out that employees are lacking out of the skills, knowledge and attitudes (KSA). Their performance is not up to the level and cannot cope up with the changing environment. Also, when they cannot adapt the new technology, have less interpersonal skills, communication problems with others, then training and development work as blessings. By training and development organization opens a door for the employees who are facing problems. Training and development are not only increase organizational profit and growth but also help employees to have better self-actualization.

Many studies expressed that training is important player for creating a successful corporate strategy. If it is aligned with the business, companies need to adjust the changes which are going to be occurred in the business. The main reason for performance deficiency is having insufficient knowledge, skills, and attitudes of the employees. So, it can be said that training is the best way to achieve the knowledge, skills and attitudes. A well-planned training program can be the weapon for better working performance which increase the productivity and growth of the organization.

4.4: Process of Training and Development

When actual performance is less than the desire or expected performance then training is needed. To know more about the training process, we will use ADDIE model where 5 steps describe the whole training programs. 5 steps are given below



Invensys Simulator Training Development Process

1. **Analyze:** In the analyze stage existing performance is compared with the desire future performance and try to find the gap. There can be 2 types of gape such as present performance gap where some problem is occurred now and need to mend it. And other one is future performance gap in which something can be created problem in the future but need to identify now to improve future.
2. **Design:** In design phase, input will be the output of the analyze stage. It will find the gaps of occurred in the analyze stage and according to that a training program will be design. It is the best approach to convey the objective of the training. This phase determines the training objective where it will explain what will be trained and how to trained the employees.
3. **Develop:** Training programs are design to know about training materials such as manuals, lectures, slides so that actual training materials can be developed.

It uses the output of design stage as input. It helps to explain instructional strategy which is consisting of time, order and relation of the methods used in the training program.

4. **Implementation:** Setting up the training for having the desired result with pre-planned method is called training implementation. It is done to see the result of the training by the organization which costs money. It is the most complex function of the training program, if anything does not work can cause failure of the program. Sometimes well-planned training program fails due to wrong steps. Here, all the things that have been learned in the training program are applied in real life to see how the training program works in the organizational perspective in real life. To find any error in the design and implementation phase, there needs to be conducted a dry run test before actual one is conducted.
5. **Evaluation:** In this stage, organization will evaluate the training program to see the effectiveness of the training in the real life and has it achieved its objective or not. There are two types of evaluation process. First one is process evaluation where training process will be evaluated to see that process has done according to the training plan. Second one is outcome evaluation where it will show the real benefit of the training program happening in the organization. Whether training has any improvement on organization or not. It will be compared with training result. It can be done through feedback, research and interaction.

4.5: Materials of training and development

There are methods used in training program so that it can be effective for the employees of the organization. Some methods are described below-

- **Lectures and Demonstrations-** it is one of the oldest methods where trainer presents the content in a broad way and trainer explains the topic and expects trainee to participate in the discussion to learn more about the topic by using some methods. In demonstration methods trainers explain and try to show how something works in real life. To be effective demonstration should provide with lectures.

- **Case Studies-** Case study presents a real-life case and asked employees to find the problems and provide the solution of those problem. It allows employees to investigate more to find more information of the topic.
- **Role-Playing-** in this training methods, to get more knowledge participant are given a role play for a particular situation where they will communicate with others about how to deal specific situation. How to deal with a harsh customer and make it more effective deal.
- **Coaching and Mentoring-** Coaching focus on short term way of teaching participant some particular skills and it ends when the participant develops a strong learning about those skills. It mainly comes from outside of the organization. It focuses more on technical skills. Mentoring is a long-term relationship with senior employees who will guide junior employees about the skills and knowledge and how to develop those in the better way.
- **Internship-** Internship is a short-term methods of learning developing skills and knowledge where a participant works in a company with or without payment for gaining experience on a particular field.
- **On The Job Training-** Participant will get to develop their skills in the organization with help of their superior and other employees. Most skilled employee of the organization trains less skilled employees while doing job.

Chapter -5

Human Resource Management Practices of Aristo

Pharma Limited

5.1 Human Resource Management

Human resource management includes all managerial decisions that directly or indirectly influence every employee who are working in the organization. In these modern eras, enlarge intentness has been adherent to how organizations manage Human Resources.

The major HR functions of APL include

- Recruitment and selection process
- Compensation and benefit
- Training and Development
- Attendance management
- Performance appraisal

First, the reason for recruitment is to attract as many candidates as possible. Then from those candidates select the right employee for the right position at the right time. After that compensation, benefit, and it showing that every organization have different policy to provide compensation and benefit. Furthermore, based on their work intensity APL provides their available best training to the employee. Then APL tried to maintain their attendance as precisely as possible. Every work need to appraisal whether the task was fight or not APL appraise their employee performance their best possible system.

5.2 Terms and condition of employment

1. The following details will be mentioned in the Appointment Letter issued the Employee by the company at the time of appointment:
 - a. Post
 - b. Grade
 - c. Salary
 - d. Other allowance/Benefit, if any

e. Date of appointment (if no date of appointment is mentioned then the date of joining shall deem to be the date of appointment)

The following terms and condition shall form a part of the appointment letter:

2. **Increment and promotion:** Depending on the efficiency and quality of Employee, seniority shall not however be the only criterion for increment and or promotion. The company in its sole discretion shall decide both increment and promotion.
3. **Probation/Training:** Minimum six months which may be extended from time to time at the discretion of the company if the performance of the Employee is not satisfactory. However, if the appointment is on temporary basis, this clause will not apply.
4. **Termination:** Either of the parties may terminate the employment by giving two months' notice in writing or two month's salary in lieu thereof. The notice period should terminate with the end of a month. However, during the probation/training period the company can terminate the service of the Officer/Staff without any notice whatsoever.
5. **Traveling:** Traveling cost for any official work of the company shall be paid by the company at actual.
6. **Leave:** Annual Leave 14 days, Medical Leave 14 days, and Casual Leave 10 days. Provided that - (I) No casual and / or annual leave will be granted to the Employee during the period when it is inconvenient for the management to allow the same. In other words, no such leave will be granted when the Employee has any work to do in the office. (ii) No medical leave will be granted without the application being accompanied by the medical certificate issued and or countersigned by the Medical Officer of the company. The company, however, can grant extraordinary leave with or without salary in exceptional cases.
7. The Employee may be posted anywhere in Bangladesh at the sole discretion of the company.

8. The Employee shall serve the company according to the best of his skill and ability and faithfully and observe the order and directions of the management and in all respects conform to and comply with the direction and regulations of the company issued from time to time. Any violation of the same shall tantamount in misconduct.
9. The Employee shall devote whole time during the office hours and his best endeavor to promote the business and interest of the company and shall not without the previous consent of the management be employed in any way or for any purpose whatsoever for any part of his time outside hours by any person, firm or company other than this company.
10. the Employee shall not (except so far as in necessary and proper in the ordinary course of his employment) disclose to any person any in information as to the practice, dealings and affairs of the company or any of its customer or as to any other matters which may come within his knowledge by reason of his employment aforesaid.
11. The employee shall execute an oath of secrecy and shall never divulge any secret/confidential matter to any outside. In case of default, he shall be liable to pay compensation to the company and shall be dismissed from service.
12. Bonus, Gratuity, Provident Fund, or any other facility, may be given and / or introduced by the company at its sole discretion from time to time.
13. The Employee shall be liable to be dismissed or any lesser punishment if he/she commits any misconduct during or his office and/or violates of any of the aforesaid conditions. Pending any enquiry against an employee he/she may be suspended from office and during suspension he/she would be entitled to half of his/her salary.
14. The employee shall not leave the country without the prior permission of the company.

15. The Employee shall retire at the age of 60 years or as decided by the company in specific cases.

16. All other terms and conditions of service shall be governed the ordinary law of employer and employee.

5.3 Hierarchy of the Human Resource Department

The hierarchy start with the assistant officer and an employee can reach up-to the general manager. The owner of the organization owns other two positions.



5.4 The steps of recruitment and selection process of Aristopharma Ltd.

This recruitment and selection process is applicable for Assistant Officer of Aristopharma Ltd. higher rank or lower rank of recruitment and selection process might differ.

I. Receiving requisition from concerned department: The first step of recruitment and selection process is receiving an official letter from the concerned department. Based on Receiving requisition from concerned department Advertisement Applicant Sorting Written Test First Interview Second and final interview appointing their requirement they request the Human Resource Department to start recruitment and selection process for empty or new position that created in the concerned department.

II. Advertisement: In this advertisement step application can be sourced in two ways one is internal sourcing other is external sourcing. Internal sourcing can be the referencing. In Human Resource Department of APL internal sourcing rate is relatively high. Thus, overall reference sourcing of APL is 2% to 3%. Another one is external sourcing and it can be source APL. website, bdjobs.com, LinkedIn etc. APL also participates in job fair at number of university.

III. Applicant Sorting: Then another very difficult task of recruitment and selection process is applicants sorting. Applicants who meet the best job specification criteria will select for the further process.

IV. Written Test: Written test is conducted by Human Resource Department of APL If applicants pass in the Written exams then he will be eligible for next steps. Thus, they will not send any rejection mail or letter if applicants fail in the written exam.

V. First Interview: Applicants who pass the written exam will call for first interview. First interview is conducted by factory departmental head or concerned departmental head.

VI. Second and final interview: Applicants who pass the first interview will call for second interview. Plant head and technical director conduct second interview. If applicants pass the second interview, then they will call for final interview. Final interview is all about negotiation. It includes salary, benefit, compensation etc. In this interview employer will not reject any employee. They just offer compensation and benefit. If applicant accept then human resource department starting the final selection procedure.

VII. Appointing: In this steps Human resource department issue the joining letter. Then applicants have to submit all the necessary documents for example photocopy of academic certificates NID, TIN certificate. For Medical Promotion officer and distribution assistant they have to submit their original academic certificate. The reason for that there is high chances of working with one or more organization because they have to work outside all day long. They might promote for other organization too. That is why they have to submit their original certificate.

5.5 Benefits of Aristopharma Ltd

There are some benefits of APL employees financial and nonfinancial:

5.6 Financial Benefits:

Bonus: Aristopharma Ltd provides two EID bonuses. Employees get those bonuses according their basic salary Aristopharma Ltd have some terms and condition about those bonuses. Employee has to be either permanent or six-month age of their employment. If the criteria match, then automatically the cash will transfer to their bank account along with their salary. Even if the employment age is more than five months, they will not get the bonus until the completion of six month of employment. Aristopharma Ltd also provides the half-yearly bonus. This is also according to their basic salary.

WPPF: Worker profit participation fund provided by the employer. It calculates according to APL policy. For example, if the profit is 10 corers the 5% is allocated for the WPPF. So those 5% is distributing according to their participation and rank of the employee.

LFA: Leave fare allowance is providing to the employee. It is provide according to their basic

Salary Sometimes it is worth two basic or sometimes it's one basic. Mainly it depends on based on needs.

Gratuity: If any employee wants to claim gratuity. Then their employment time should be more than 5 years. So, this way they Calculate gratuity. Service year*Last basic= Gratuity.

PF: While establishing PF fund Aristopharma Ltd follow the conventional method of Provident fund. Some portion of the salary has provided by employee and same amount provided by the company.

After Retirement Company, provide the handful amount of money to the employee.

5.6 Non-Financial Benefit:

Every employee of Aristopharma Ltd gets the transportation facilities in almost free of charges. They have to pay just a token money; it's about 300 to 500 TK per month. These benefit start from the Assistant officer level. In addition to, Managers get the private car facilities with full time driver and also fuel.

Employees who do not take that facilities company provide them every day travel allowance. Employee who wants to use their own motorcycle they also get the motorcycle benefit and if someone wants to buy they also can get motorcycle loan benefit.

Every employee of Aristopharma Ltd. is getting the lunch and breakfast facilities. It is almost free of charges.

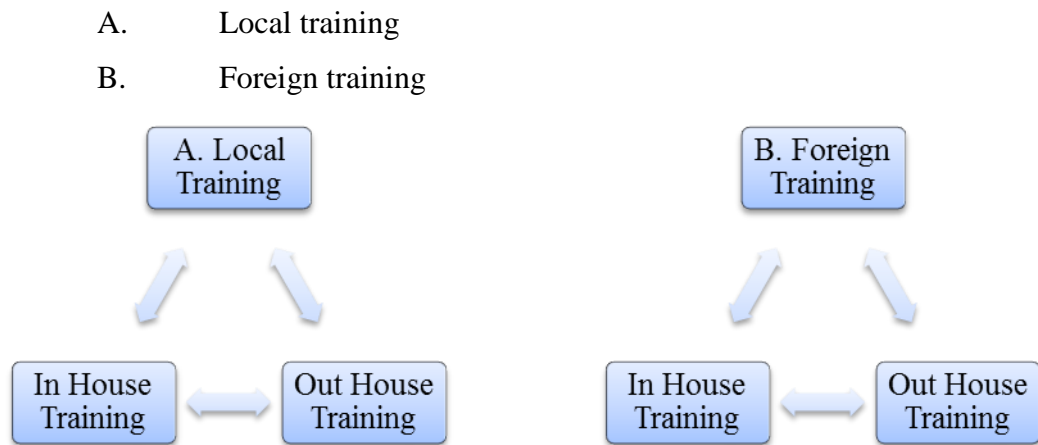
If any employee gets serious sick and injure Aristopharma Ltd provide them medical reimbursement. Some of the listed hospital they provide 100% free treatment for APL of employee.

APL also provides Gymnasium facilities with indoor games equipment. Female employee can access those facilities during lunchtime and male employee can access those facilities after 5:30 PM.

Employee also gets the group insurance facilities. Aristopharma Ltd Also Provide life insurance facilities every individual of APL

5.7 Training and development of Aristopharma Ltd.

APL do not provide training needs assessment to ascertain the gaps between what an employee's know and what an employee's needs to know through training. Instead of this the supervisor of every employee decides whether the specific employee needs training or not. If any employee needs training, then he directly informs the head of the department and then he informs the human resource department to take necessary steps for giving training of those employees. APL provide two types of training



A. Local Training: Local training means train the trainee within the home country. It includes in house training and out house training.

I. In house training: In housetraining means training within the organization. In house training is designed to create awareness among the employee about production process, packaging, discipline, punctuality, safety, health, environment, housekeeping, handing of a machinery etc. it's similar to on the job training Some of the in house training are given below:

1: Induction Training: New employee needs to know the organization rules regulation, purpose, environment and needs to introduce with the peer that's called the induction training.

2: Apprenticeship training: organization recruits a temporary employee under the supervision of an experienced employee that is called the apprenticeship training.

3: Job rotation: In this type of training employer transfer the employee in various departments with a variety of task to make them experienced.

4: Lecture: This type of method is frequently used in APL. APL has dedicated training room for lecture training. Numbers of trainee can get the training simultaneously. Expert give lecture on different types of topic. Lecture session mainly divide into two parts.

Straight Lecture: one-way presentation of information. Lecturer give lecture and trainee take the notes. Trainees are not allowed to participate in the lecture session.

Discussion: After the straight lecture there is open discussion for trainee. In this session trainee can participate in the discussion that is present in the straight lecture session. They can ask each other about the previous session. So, mainly there is two-way flow of communication.

5. Case study and presentation: This is another method that APL instructor frequently uses. Trainer give a hypothetical or real life problem situation and trainee needs to solve individually or sometimes in a group. Then based on the case solving they need to give the presentation.

II. Out house training: Out house training means train the trainee outside the organization. Out house training that APL provide is given below:

1. Professional course: APL provides different types of professional course to develop employee productivity. APL has contract with different educational institution inside the country as well as outside the country. For example, Employee of APL can do the professional course in Institution like IBA, BMDC, and BIBM etc.

B. Foreign training: APL also provides foreign training. Foreign training is also two types; one is in house training another one is outhouse training. In house training is foreign trainers come from the outside and give the training to the local trainee that is called in house training. Outhouse training is organization select some employee and sends them abroad for taking training. For example, Last year APL decided that their managerial level employee English proficiency level must be improved so they send their Managerial level employee to the Harvard University for improves their English proficiency level.

After the completion of training trainee can give the feedback about the whole training process as well as about the trainer. They use five scales Likert scale. The sample of feedback form is given on appendix section.

5.8 Attendance Management of APL

A dedicated team of APL is responsible for maintain the attendance system at APL. They keep eye on every employee of APL on their daily in and out time through dedicated attendance management software. APL installed machine every door of its head office both inside and outside. Employee need to punch their id card to in or out in the organization. Every employee needs to punch his or her ID card while arriving at the office. Because based on that; the attendance management team informs the kitchen for how many people they will prepare breakfast as well as lunch. For breakfast, they do not provide any token. For lunch employee have to go the canteen and punch their card for a token. A dedicated machine installed outside the canteen

for a token. Employee has to collect that and submit it to the canteen for lunch. Employee has to punch their id card as well while leaving the office.

If any employees forget to punch their id card while arriving at the office they need to inform the attendance management person for concern department. Then it will manually update. There is also a formal procedure. If employees forget to punch their id card, they need to fill up a form and need to take a signature from concern department head then submit it to attendance management team.

Records of every employee of APL are stored in Attendance Management System, which are sent to the HR department managers every day. One copy of this is given to the Managing Director and another copy to the Vice-Chairman. If an employee takes a leave, this can adjust the system. As a result, their absence will not be counted for that leaving date. As the daily information about attendance management system is sent to the managers by 10 AM.

5.9 Performance Appraisal of APL

APL conducts a time basis performance appraisal for the entire department except sales department. Sales department performance appraisal based on both task and time basis. The appraisal is based on a rating scale, which is out of 6. There are total six criteria in performance appraisal and one criterion is bonus for employee, which works as a boost in terms of rating. These criteria are effective for the entire department. The criteria are:

Job achievement and quality of job: For the sales department how much sales they make that will be counted. For the other department the quality of job will be seen that means how accurately employee does their job

Leadership and man management: The next criterion for performance appraisal is leadership which is how accurately you lead your team and setting the right people for the right place.

Time Management: One of the most important criteria of performance appraisal. Employee need to finish their task with in the given time. APL also see the arriving and leaving time of every individual of APL.

Effectiveness of planning: How effective is your planning. An effective plan can trap the better future for the organization. Effective planning makes the organization successful.

Communication of skill: How good is your communication skill? Do you successfully communicate with your boss, peer, subordinate, and customer?

Pro-activeness: Pro activeness is beginning with the end in mind. It means that employee do their task before the actual time. They should not wait for the supervisor's command.

Honesty and Integrity: How honest and integrate you are that will effect in performance appraisal.

The last one works as a bonus. Every criterion allocated is 10 marks and then it will multiply with weightage that are set by the area manager according to the position.

The sample of performance appraisal is given below:

SL	personal Development Competencies	Rating	Weightage(W)	Value (R*W)
1	Job achievement and quality of job	8	0.3	2.4
2	Leadership and man management	9	0.1	0.9
3	Time Management	10	0.1	1
4	Effectiveness of planning	7	0.1	0.7
5	Communication of skill	6	0.05	0.3
6	Pro-activeness	7	0.1	0.7
7	Honesty and Integrity	10	0.05	0.5
	Total	57	0.8	6.5

If employees get 6 out of 6, they will get 6 increments. Due to the confidential information about the appraisal process, the increment procedure needs to further clarification. In APL, only the supervisor and subordinate are rate for the particular employee. Those rating are process by the area manager.

Every employee of APL is graded according to his or her positions in the company. The higher-level employee has different grade that will lead the better increment. The table on the below shows the grading system from the managing director to the

Assistant Officer position. An employee can reach up to H02, which is Executive Director, through promotion. Lastly, it depends on higher management to decide who gets promotion and who gets how much increment according to the appraisal. It also depends on the budget allocation of every department. There are two lists given below one is supervisory grade another one is non-supervisory grade:

SL	Area	Employee				
1	Job Knowledge	1	2	3	4	5
2	Quality of work	1	2	3	4	5
3	Willingness to learn	1	2	3	4	5
4	Initiative and creativity	1	2	3	4	5
5	Following procedures	1	2	3	4	5
6	Team work	1	2	3	4	5
7	Communication	1	2	3	4	5
8	Working under pressure	1	2	3	4	5
9	Attitude towards work	1	2	3	4	5
10	Sense of discipline	1	2	3	4	5
11	Computer knowledge	1	2	3	4	5
	Total score					

5.10 Grade Description of Aristopharma Ltd.

Probationary period assessment

Then another performance appraisal is probationary period assessment. Though it might be not direct link with the performance appraisal; this is one kind of performance appraisal that organization need to decide whether the particular employee need to further probation or the company should appoint them as a regular employee. Probation period of APL is at least 6 month.

The probation period assessment form and criteria is given below:

Probationary period assessment form

	<u>Rating Scale</u>
1.	POOR: Marked serious weakness in most situation during probation period
2.	MARGINAL: Marked some weakness in few incidents. Further development is required to reach an acceptable standard. Low performer.
3.	ACCEPTABLE: Acceptable in most cases if not all cases. Weaknesses are not critical. Some strength is evident.
4.	GOOD: Marked some clear strength in many cases that are over and above what is acceptable. No significant weakness is apparent.
5.	EXCELLENT: Marked superior performance in all cases. High performer.

Marks Distribution

1 to 28- Poor
29 to 34- Marginal
35 to 40- Acceptable
41 to 48- Good
49 to 55 -Excellent

5.11 S.W.O.T Analysis

A SWOT analysis is a structured planning method used to evaluate the strengths, weaknesses, opportunities and threats involved in a project or in a business. The S.W.O.T analysis of Aristopharma is given below.

Strengths:

- Cost competitiveness due to lower labor cost and production cost
- Well-developed industry with strong manufacturing base
- Well established network of Laboratories and R & D infrastructure for new drug discovery and development
- Access to pool of highly trained and skilled scientists, both Bangladeshi and abroad
- Strong marketing and distribution network in domestic as well as international market
- Bangladesh is third largest country in terms of population in world with rich biodiversity
- Expertise in reverse engineering and development of new Chemical process made In Bangladeshi pharmaceutical industry as one of the strongest generic industry

Weaknesses:

- Low investment in innovative Research & Development
- Lack of resources to compete with MNCs for New Drug Discovery Research and to commercialize molecules on a worldwide basis
- Low per capita medical expenditure and healthcare spend in country
- Inadequate regulatory standards
- Production of spurious and low quality drugs tarnishes the image of industry at home and abroad

Emerging trends and opportunities

- Significant export potential to the developing as well as developed countries
- Licensing deals and collaborations with MNCs for New Chemical Entities and New Drug Delivery Systems
- Providing marketing operations to sell MNC products in domestic market
- Aristopharma can be niche player in global pharmaceutical R & D by developing world class infrastructure
- Contract manufacturing arrangements with MNCs
- Increasing aging world population
- Increasing incomes and buying power of people especially in rural areas has opened the great opportunities.
- Growing awareness for health and increasing spending on health

Threats

- Product patent regime poses serious challenges to domestic industries unless it invests in R & D.
- R & D efforts of Aristopharma are hampered by lack of enabling regulatory requirement. For instance, restrictions on animal testing out-dated patent office.
- Exports effort hampered by procedural hurdles here as well as non-tariff barriers imposed abroad.
- Lack of financial security

Chapter 6

Findings,

Recommendations and

Conclusion

6.1 Findings:

1. As per my observation, Aristopharma limited does not have organiz practices. Also, do not have any skilled HR personnel who can do properly HR activities.
2. HR person doesn't have full authority and control for recruitment and selection.
3. HR don't have any specific and structured recruitment system as sometimes they cannot predict the requirements of man power.
4. They set a target and goal about training and development of an employee, but HR does not monitor it.
5. The company does not have proper appraisal system in place. HR should take initiative to implement this in organization. Otherwise employee will get demotivated and it will increase turnover of the company.
6. Highlighting the company benefits; - Aristopharma limited is giving less benefits to its employees in comparison with other overseas offices in terms of holidays, weekly holidays, facilities etc.
7. Aristopharma limited has a good compensation management system as per law of Bangladesh. But they intend to reduce existing facility.

6.2 Recommendations:

1. As Aristopharma limited don't have a designated HR person, so a skilled and experienced HR person is highly recommended.
2. If an assigned person is there, then he can control full recruitment and selection procedure with the involvement of top management.
3. HR needs to establish a specific and structured recruitment system as sometimes they cannot predict the requirements of man power.
4. HR should have a summary of training plan of each employee to monitor it round the year.
5. To reduce employee turnover there should be active performance appraisal system as well as rewarding for their work.
6. Some benefits can be same as like as their global offices.
7. Rather to reduce the existing facility, they should figure out the root cause of employee turnover though which is not very big percentage.

6.3 Conclusion

From the afore-mentioned, subject matter and my point of origin to work in Aristopharma limited. I must say that I really enjoyed my project paper at APL. This is very satisfactory for me to get this kind of knowledge about APL its great pleasure. This is very much experience gathers to make this project paper and last I am very much thanks to all for making this project report. Almighty blessed me always and fulfill my project paper in great way. Aristopharma limited is one of the wings of Aristopharma limited. This company is the outcome of our core philosophy to build such establishment in the name Aristopharma limited all over the world. The quality policy of Aristopharma limited is to ensure the customer satisfaction by manufacturing and marketing of pharmaceutical products through continuous development of its people by identifying training need assessment to comply with national and international quality standard. NJP encourages its employees always to strive for excellence and for continual improvement. The company recognizes that its people and their knowledge, experience and professionalism are the vital part by which its business policy can be achieved.

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