**TruHope Pharmaceuticals**

**Strategic Human Resource Management of**

Graphical user interface

Description automatically generated with medium confidence

**Human Resource Management (MGT351)**

**Section: 13**

**Semester: Fall 2021**

**Group A**

**Group project on**

***Consulting “Strategic Human Resource Management of TruHope Pharmaceuticals”***

**Submitted to:**

**Ms. Faseeha Zabir (FsZ)**

**Department of Management**

Full-Time Faculty

Lecturer

School of Business & Economics

North South University

**Submitted by:**

|  |  |  |
| --- | --- | --- |
| **SL** | **Name** | **ID** |
| **1** | Zahrah Tasnia Ahmed ® | 1831824630 |
| **2** | Ramisa Sharif | 2121241630 |
| **3** | Fatima Ahmad | 2121549630 |
| **4** | Syed Irteza MD. Moinuddin | 2011258030 |
| **5** | Nishat Tasnim | 2013144630 |
| **6** | Anika Nower | 2012238030 |
| **7** | Salman Farsi Himel | 1931677630 |
| **8** | Maisha Maliha | 2012090630 |

**Letter of Transmittal**

Date: December 23, 2021

To,

Faseeha Zabir

Lecturer, Department of Management

North South University

Subject: Strategic Human Resource Management of TruHope Pharmaceuticals

Dear Ma'am,

We present to you our final report; we have recommended TruHope Pharmaceuticals some new HRM plans that they can follow to sustain the economic uncertainty created due to the Covid-19 pandemic. This project has helped us understand the importance of Human Resource Management to an organization. We were successfully able to use the knowledge we have gained from the MGT351 course in this project.

We would like to thank you for allowing us to work on this project. We hope that this project will appear helpful and informative to you with due respect. We would request you to accept our report, and if you have any further questions, we will be more than happy to answer them.

Sincerely,

Ramisa Sharif

Fatima Ahmad

Zahrah Tasnia Ahmed

Syed Irteza MD Moinuddin

Anika Nower

Nishat Tasnim

Maisha Maliha

Salman Farsi Himel

**Acknowledgment**

We would like to express our heartfelt gratitude to our valued faculty member Faseeha Zabir (FsZ) ma'am, for her unwavering support throughout the semester, especially during our efforts to finish the project on creating TruHope's human resources department. We were able to fulfill the critical duty of submitting a finished assignment for the MGT351 course with her assistance. The manner in which ma'am conveyed the topics aided us in developing TruHope suggestions. Additionally, we would like to express our gratitude to the ma'am for providing us with sufficient time and instruction to finish the assignment.

**Table of Contents**

[**Executive Summary** 5](#_Toc91182377)

[**Introduction** 6](#_Toc91182378)

[**Methodology** 6](#_Toc91182379)

[**The Strategy of TruHope Pharmaceuticals** 7](#_Toc91182380)

[**Designing HR Operations** 7](#_Toc91182381)

[**1.** **Culture and Interpersonal Relationships of TruHope pharmaceuticals** 7](#_Toc91182382)

[**2.** **Organogram:** 8](#_Toc91182383)

[**3.** **Recruitment Process** 8](#_Toc91182384)

[**4.** **Selection Process:** 10](#_Toc91182385)

[**5.** **Training & Development** 11](#_Toc91182386)

[**6.** **Performance Management System (PMS)** 14](#_Toc91182387)

[**7.** **Compensation (salary and benefits)** 15](#_Toc91182388)

[**Implication of Strategic Human Resource Management (SHRM)** 17](#_Toc91182389)

[**Conclusion** 19](#_Toc91182390)

[**Reference** 20](#_Toc91182391)

# 

# **Executive Summary**

This report contains recommended human resource management strategies for TruHope Pharmaceuticals. The organization has been in the market for a long time and has recruited us as consultants to restructure its human resources department. As consultants, we prepared the report by considering total customer satisfaction, establishing market leadership through high-quality product provision, adopting advanced technology, and developing an HR strategy to ensure its sustainability in the industry. We designed new HR strategies in the company's culture and interpersonal interactions, organogram, recruiting and selection process, training and development process, performance management system, and compensation plans. We have established a method for recruiting and selection to guarantee that the appropriate individual is chosen for the proper role. The purpose of this report is to match the implications of SHRM with the company's strategy and the methods for attaining them through a customized human resource management plan for TruHope Pharmaceuticals.

# **Introduction**

TruHope will benefit from the professional HRM practices and policies recommended, it will help them strengthen their management structure and sustain the economic uncertainty created due to COVID. We'll try to portray a clear picture of TruHope in HR and SHRM. This study will give an inside look at the pharmaceutical sector. We'll also discuss how to attain clarity and hence success.

# **Methodology**

Due to the pandemic, this report relies mainly on secondary sources. The data was acquired from reliable sources, articles, and online journals. 'Human Resource Management by Gary Dessler provided a lot of the data. (Dessler,2019)

Diagram

Description automatically generated

# **The Strategy of TruHope Pharmaceuticals**

Diagram

Description automatically generated

# **Designing HR Operations**

1. **Culture and Interpersonal Relationships of TruHope pharmaceuticals**

TruHope has a well-defined mission, a good strategy, and a strong culture, all of which aim to contribute to the long-term development of value for both their company and society. Its success depends on its employees' creativity, passion, and performance. They encourage associates to work together and innovate to attain their goals. High ethical standards guide the organizational culture. Their values influence people's daily choices, create a company culture, and assist them in carrying out its strategy following their mission and vision (“Our Culture,” n.d.)

**Interpersonal Relationship:**  Effective interpersonal relationships will help TruHope gain a better understanding and more communication skills among its employees. Better communication among employees might reduce mistakes and increase efficiency.

**Leadership skill:** Leaders should communicate effectively, encourage their employees, manage and allocate duties, listen to feedback, and solve problems to achieve their strategies. 

## **Organogram:**

Diagram

Description automatically generated

Figure 3: Organogram of the Company

## **Recruitment Process**

The recruitment procedure is not just about hiring the best candidate for the job, but an accurate recruitment process can cut TruHope's expenses and improve their reputation. TruHope needs responsible employees who will help them meet their strategy and contribute to its success. TruHope should plan which recruitment process they want to use for top-level, mid-level, and junior levels to ensure the correct employee is recruited. TruHope can recruit new employees using internal and external sources (Absar, 2012).

TruHope should follow the following sources when recruiting employees for different managerial levels:

Graphical user interface, text, application, chat or text message

Description automatically generated

Figure 4: Sources of recruitment at different managerial levels.

**Internal Sources**

Job Posting **-** TruHope can post about the job vacancy on workplace computer systems or an interactive whiteboard; information about the quality needed, skills required, supervisory skills, schedule of the work, and salary will be mentioned in the post.  So, TruHope can know which employees are technologically educated, and those employees will be able to adapt to advance technology quicker. This is more suitable for middle-level management as skilled employees with some job experience are needed (Zaman, 2012).

Succession planning **–** TruHope can develop a workforce plan for the top-level positions. It will be an ongoing process of widely recognizing, measuring, & strengthening the top management to improve productivity. This fits top-level management as a skilled person is needed to help TruHope operate efficiently. It is better to employ top-level management from within the organization then-current employees will be motivated, and there might be fewer chances of data being stolen or shared (Zaman, 2012).

**External Sources**

Advertising **–** TruHope could advertise through daily newspapers, trade and professional journals, television ads, or weekly magazines. They can attract a wide range of applicants. This will allow them to have more choices for which they can identify those employees who are competent enough to help TruHope gain leadership in the market by working efficiently. It is suitable for middle-level and junior-level management (Zaman, 2012).

Recruitment Process Outsourcing (RPO) – TruHope could help employee agencies like RPO.  RPO is an effective recruitment model that will reduce TruHope's recruitment costs with a flexible "pay-for-performance" facility that will utilize their recruitment process more effectively when mass recruitment projects. TruHope can control defections and profitably attract talent. This is applicable for junior-level employees (Tank & Chaturvedi, 2013)

Internet **–** TruHope should post job circulars on several internet-based platforms such as bdjobs, websites, or social media such as LinkedIn and Facebook. This will be cheaper, and TruHope can avoid getting old applicants. Moreover, more responses can be obtained at a quicker time. This can be applicable for the middle and junior levels of management (Mankikar & Raturi, 2014).

1. **Selection Process:**

The selection process mainly comes after recruitment. A proper selection process can help TruHope company save their cost and lead into the long run. For this, the things that TruHope have to do are:

**Sorting:** Selection begins at this point in the recruiting process. Because of poor quality, most applicants weeded out at the first round of screening. Recruitment is done for different managerial levels. The selection process will also be different for each organizational level.

**For the Junior-level employee:** TruHope can follow the selection process for junior-level employees: written tests and interviews. For the written test, the company should choose the Aptitude test. The written exam question is made in such a way that meets the aptitude test criteria. After the written exam, there will be an interview for the candidate. It will be a structured interview. The intelligence and skills of the employees help to understand customer needs and wants. Thus, TruHope can achieve customer satisfaction indirectly.

**For the Mid-level employee:** The selection process that TruHope can follow for mid-level employees is the Management Assessment Center Test. For 2-3 days, a simulation is run among the candidates to perform practical management tasks under the observation of an expert. In this simulation, different charges are included. There will be a job-related interview for the candidate. It will help TruHope to acquire technically competent and responsible personnel indirectly.

**For the Top-level employee:** The panel interview is the selection process TruHope can follow. In this interview, unstructured questions are asked to the interview to see the inhibit responses of the candidate due to stress and how they deal with adverse conditions and come up with a solution within a given time. It will help TruHope acquire such candidates to lead the company and indirectly gain leadership in the market.

After selecting the candidate, TruHope will undergo a background investigation and physical exams for all candidates. If the candidates match all the criteria and agree to all terms and conditions, the company will send the offer letter to join the company.

1. **Training & Development**

Based on the organizational strategy, we suggest the company a training strategy. First, the company needs to conduct the Training Need Analysis (TNA) to analyze the training needs for new and current employees through task analysis and performance analysis. Suggesting the company adopt both managerial and non-managerial training.

**Training Programs for different levels of employees in TruHope Pharmaceuticals:**

**Research and development department**

CGMP:This training reminds manufacturers to employ up-to-date technologies and systems to comply with the regulation. All the factory training is designed and conducted to ensure strict compliance of "cGMP" throughout the manufacturing process (Winnepnninck, n. d).

Laboratory Control Training: After completing this course, researchers will have a solid understanding of how to set up scientifically sound and appropriate specifications and standards for their lab (CFR, 2021).

**Quality Management Department:**

Quality Control (QC) Training:These courses teach QC workers to inspect and approve components, closures, in-process materials, packaging materials, drug product containers, labeling, and drug products (TOIPT, 2019).

Production and Process Control Training: In this training, trainees know production and process control to ensure that the drug supplies have the identity, strength, quality, and purity they promised to deliver to the customer (FDA, n. d).

**Administrative Department:**

Orientation Program:Every new employee must go through this training program. It will help the employees understand the basic information about the company and help them be emotionally attached to the company (Sultana, 2013).

IPDP:  This non-need assessed program is for non-management employees, which will help them to develop their work skills and performance (Sultana, 2013).

Corporate Pathshala: Through the "Corporate Pathshala" program, employees can develop professional attitudes skills to perform their job activities in an organized method. This program will help the employees to adopt the company's culture smoothly (Sultana, 2013).

**Training methods:**

Job Rotation**:**  This is a Horizontal Job Rotation process that is suggested, which is moving employees from one job to another of the same level within a department to increase their knowledge and skills.

Action Learning: Action learning is suggested for mid-level managers where they will be given release time to work analyzing and resolving problems in departments other than their own as it can be helpful in terms of future promotion in other departments.

Case study method: The company can test who best identifies and assesses the situation and the best solutions by giving a case problem.

Role-playing:  The managers will be asked to enact specified roles related to our company based on a given scenario. It will help the company identify leadership skills and the ability of mid-level managers to work as top-level managers in the future.

Corporate universities: The top-level employees can be sent to the corporate universities to take courses that will enhance their knowledge about their job.

Outside Seminars:  Various seminars are organized based on the pharmaceutical industry worldwide. The company can send their researchers to workshops to be up-to-date about the industry.

Special Assignments: Lower-level executives will give a particular assignment to gain firsthand experience working on actual problems.

Team Training: Cross-training is recommended. Employees from multiple departments will work as a team and understand other departments' operations to handle their part without any employee.

Behavior modeling: It’s the same as role-playing, but the trainees will be given guidance before the performance.

TruHope Pharmaceuticals must have two forces: those who want to keep things the same and those who wish to change. We recommend using Lewin's Change Process to implement the approach. Provoking circumstances is one way to make employees see the need for change. Then the corporation may create fresh disparities between them as they like. In the last step, the firm must reinforce its resolve not to revert to old habits.

1. **Performance Management System (PMS)**

First, the strategic team of TruHope needs to think about the performance appraisal before talking about performance management. As a consultant, I will advise them to ensure the standard performance of employees so that TruHope can set its goals, and the performance standard should be placed in the mutual agreement of the employees and the supervisor.

For setting the goals and performance standards, the supervisor and the employees could follow the SMART dreams, which is an acronym of some objectives like specifically designed results of the goals and standards, measurement the goals and standards, whether the goal is realistic or not, derived from the company goals and lastly declines of the goals and standards. These SMART goals help the supervisor and employees set the bar to avoid unnecessary problems.

In a pharmaceutical company like TruHope, supervisor appraisal and rating committees should be responsible for performance appraisal because they best evaluate the employees. They know the standards and employees’ performance (Stuart Watson, 2021).

As a consultant, I will advise the supervisor of TruHope to use this method. They are-

**Graphic Rating Scale Method**: This is the most widely used method. It is straightforward to use, and it is the least expensive method that can be used for appraising performance. The Graphic Rating Scale is a valuable tool for evaluating individual features and behaviors in your workforce. Graphic rating systems are also helpful in comparing employees, determining wage adjustments, and evaluating potential promotion candidates (AHOY TEAM, 2021).

**Alternation Ranking Method:** This method can be used in the manufacturing part of TruHope as there will not be many traits in manufacturing positions. This strategy is excellent for identifying and highlighting who is performing well and who is not. Employees that are ranked lowest in terms of performance could enhance their performance. The alternation ranking approach can be used to prevent problems with central tendency. Another benefit of this strategy is eliminating biases and other issues while evaluating employee performance. It should not be used for a small number of employees.

**Critical Incident Method**: As it is a qualitative method, the supervisor of TruHope could use this method along with another way like the Graphic Rating Scale Method for performance appraisal. It is an excellent relationship-building tool. This allows to get to know each employee, provide coaching and assistance, and receive feedback on what is and is not working well. The critical event log supplies management with the essential performance or conduct documentation to take disciplinary action against an employee (Chinn, 2019).

## **Compensation (salary and benefits)**

**Benefits:** A compensation strategy package including wages/salaries, incentives, and gifts greater than two percent of the market will be offered, creating employee behavior that TruHope needs to achieve its goals. A combined method of seniority and performance-based pay scale will be used to improve performance and pay value for the experience of the seniors.

To offer benefits packages, TruHope needs to consider some issues in creating the policy; which specific benefits to provide to know the budget of it, who will be covered to know whether to include permanent employees, part-timers or total times, how to finance these benefits needs to be determined, the degree to which employees can choose their benefits, what are the cost containment procedures and lastly communicating benefits options

|  |  |  |
| --- | --- | --- |
| **Types of Benefits** | **Category** | **Details** |
| Supplemental Benefits | Vacation & Holiday | * An equal number of holidays for all employees for festivals * 15 days of annual leave for all employees |
| Sick Leave | * 21 days per year (considering COVID-19 |
| Parental Leave | * 6 months for women * 1 week for men |
| Severance Pay | * 2 month's salary for managerial level and above * 1 month's salary for employee level and below |
| * The company is obliged to pay all the supplemental benefits that have been recommended for the employees to avoid employee dissatisfaction. * Payment will be given to each sick leave day not used and quarterly cash prizes to minimize misuse. According to Incepta (2021), motivating employees to achieve higher performance levels can be done through cash prizes to benefit both the individual and the company. | | |
| Medical Benefits | Medical allowance | All employees will receive a certain percentage of allowance |
| Medicine allowance | All employees are eligible to purchase medicine at a lower cost from TruHope |
| This is the additional two percent benefits that will be offered which the other competitors are not offering because TruHope is unique and the company cares for its employees, so this will motivate the employees and as part of their compensation package will be offered so through this benefit it is being invested back into the employees | | |
| Special Benefits | Provident Fund | The company will be providing 5% contributory for all employees |
| Gratuity | Eligibility will start from 5 years of continuous employment |
| * The company will mandatorily provide all special benefits.   The company will provide these benefits to honor and reward employees for their extended services to the company. This might reduce employee turnover and reduce the cost of appointing new employees. According to Incepta (2021), provided funds, gratuity, and profit-sharing are used as long-term incentives to identify the company's future potential for important contributions. | | |
| Flexible Benefits Program | Tele-communication | Will allow the personnel to work from anywhere at anytime |
| Flextime | It will be convenient for employees when facing difficulties coming to the office |
| This benefit will help both the employees and the employer. The company can get the work done from anywhere, and the employees are given the flexibility for work time and place. This method is efficient in situations like pandemics and also cost saving. | | |

**Incentives for Professional Employees**

**Dual carrier plan**- Employees in the top-level management area enjoy a lucrative benefits package, including stock options, golden parachute, and long-term loans. The other professions might not have such benefits packages. As researchers or scientists can be termed as scarce resources operating in the technical area, TruHope can provide the same benefits to the researchers or scientists.

# **Implication of Strategic Human Resource Management (SHRM)**

Effective strategic human resource management is the process of aligning human resources with business objectives and priorities to advance the company's aim of developing an organizational culture that supports innovation, agility, and competitive advantage. Our human resource operations designs will assist TruHope Pharmaceuticals in achieving their business objectives, which include the following:

1. Providing Customer Satisfaction
2. Gaining Leadership
3. Adopting advanced technology
4. Acquiring Technically Competent and responsible personnel

The company's culture, Organogram, recruiting and selection process, training and development, and compensation plans were all modified. We have devised a method for recruiting and selecting qualified candidates. TruHope can hire both internally and externally. TruHope recognizes its strengths and shortcomings. They won't waste time interviewing new prospects since they are more responsible and skilled. Existing workers will be driven to assist their increased revenue. External sources will help TruHope develop their product and possibly gain market leadership.

TruHope Company chose individuals for several managerial positions. We employ aptitude tests, administrative access center assessments, interviews, etc. This will assist TruHope firm in fulfilling its overall plans directly or indirectly.

That's why we created a training and development plan. We will educate cGMP and laboratory control for the research department to dominate the industry. We suggested quality control, manufacturing, and process control training to ensure client satisfaction. To assist administrative employees to enhance their talents and become more responsible, we provide orientation, IPDP, and corporate pathshala programs.

Using visual rating systems makes comparing employees, setting salaries, and analyzing promotion chances simpler. The Alternation Ranking Method helps reduce biases and other issues related to employee performance evaluation. Using the Critical Incident Method, you may get to know each individual, coach and support them, and collect feedback on what works effectively.

Lastly, the benefits recommended in the compensation part will keep employees away from dissatisfaction and motive them, reduce employee appointing cost, and improve performance, resulting in inefficiency. Therefore, providing the best quality products with customer satisfaction can be achieved.

**SHRM and COVID-19 pandemic**

The HR operations recommendations will motivate and encourage workers to fulfill TruHope's goals and may be used to retain staff during Covid-19. Employees are a valuable resource for TruHope in this COVID-19 circumstance, and they must be monitored, safeguarded, and preserved. TruHope needs a team to weather the economic storm (Elsafty & Ragheb, 2020). TruHope's culture is encouraged to keep people happy and working for TruHope.

# 

# **Conclusion**

Restructuring TruHope's HR department was challenging given the job's importance. TruHope is a major pharmaceutical firm that demands a well-organized HR structure. It is our goal to help the organization enhance and manage all processes. It will also help them weather the economic storm caused by COVID. We are confident that these procedures and HR structures will assist them. We believe TruHope will work more fundamentally and establish a successful market position with our advice.

# **Reference**

Absar, M. M. N. (2012). Recruitment & selection practices in manufacturing firms in Bangladesh. *Indian Journal of Industrial Relations*, 436-449.

AHOY TEAM. (2021). *AHOY TEAM*. Retrieved from AHOY TEAM: https://www.ahoyteam.com/blog/graphic-rating-method

*Career*. (n.d.). Retrieved from incepta:

http://www.inceptapharma.com/career/culture-values.php

CFR - Code of Federal Regulations Title 21. (2021). Retrieved 22 December 2021, from <https://www.accessdata.fda.gov/scripts/cdrh/cfdocs/cfcfr/CFRSearch.cfm?CFRPart=211&showFR=1&subpartNode=21:4.0.1.1.11.9>

Chinn, D. (2019, january 13). *bizfluent*. Retrieved december 22, 2021, from bizfluent site: https://bizfluent.com/info-8562819-advantages-incident-method-performance-appraisal.html

Dessler, G. (2016). *Human Resource Management*. United States of America: Florida International University.

DESSLER, G. (2015). *Human Resource Management.* United States of America.: Library of Congress Cataloging.

Elsafty, A. S., & Ragheb, M. (2020). The role of human resource management towards employees retention during Covid-19 pandemic in medical supplies sector-Egypt. *Business and Management Studies*, *6*(2), 5059-5059.

Ferdous, S. (2017). Training evaluation process of Square Pharmaceuticals Ltd. relating with theoretical evaluation model. Retrieved from <http://hdl.handle.net/10361/8743>

Incepta. (2021). *Compensation and Benefit.* Inceptapharma. <http://www.inceptapharma.com/career/compensation-benifit.php>

Mankikar, S., & Raturi, G. (2014). E-recruitment and selection approaches in Indian Pharmaceutical Industry: A Rationale. *International Journal of Management, IT and Engineering*, *4*(10), 276-287.

Production and Process Controls (P&PC). (2021). Retrieved 22 December 2021, from <https://www.fda.gov/inspections-compliance-enforcement-and-criminal-investigations/inspection-guides/production-and-process-controls-ppc>

Stuart Watson. (2021). *edwardlowe*. Retrieved december 22, 2021, from edwardlowe site: https://edwardlowe.org/how-to-do-performance-appraisals/

Sultana, M. (2013). Impact of Training in Pharmaceutical Industry: An Assessment on Square Pharmaceuticals Limited, Bangladesh'. *International journal of Science and Research*, *2*(2), 576-587. Retrieved from <https://www.academia.edu/download/57475139/Impact_of_Training_in_Pharmaceutical_Industry_An_Assessment_on_Square_Pharmaceuticals_Limited__Bangladesh.pdf>

Tank, S., & Chaturvedi, D. D. (2013). Recruitment Process Outsourcing Model-Next Level Solution for Recruitment Challenges with Specific Reference to Pharmaceutical Industry. *Journal of IMS Group*, *10*(2), 68-81.

Winnepenninckx, P. (2021). What is cGMP in the Pharmaceutical Industry - No deviation. Retrieved 22 December 2021, from <https://nodeviation.com/what-is-cgmp-in-the-pharmaceutical-industry/>

Zaman, L. (2012). The Recruitment and Selection Process of Pharmaceutical Companies in Bangladesh: A Case on GlaxoSmithKline Bangladesh Limited. *American Journal of Business and Management*, *1*(2), 70-75.

**Contribution table**

|  |  |  |
| --- | --- | --- |
| **SL** | **Name** | **Contribution** |
| **1** | Zahrah Tasnia Ahmed | Strategy of the Company,  Recruitment. SHRM,  Editing |
| **2** | Ramisa Sharif | Organogram, Methodology,  Executive Summary, SHRM,  Editing |
| **3** | Fatima Ahmad | Introduction, Conclusion,  SHRM |
| **4** | Syed Irteza MD Moinuddin | Compensation,  SHRM |
| **5** | Nishat Tasnim | Culture and Interpersonal Relationships,  SHRM |
| **6** | Anika Nower | Training & Development,  SHRM |
| **7** | Salman Farsi Himel | Selection process,  SHRM |
| **8** | Maisha Maliha | Performance Management System (PMS),  SHRM |