

Internship Report

On Square Pharmaceuticals

Submitted by:

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Submitted to :

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Letter Of Transmittal

Faria Rashid
BRAC Business School
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Sub: Letter of Transmittal

Dear Madam

It is indeed a great pleasure for us to be able to hand over the result of our hardship of the HRM report on Square Pharmaceuticals Ltd. This report is the result of the knowledge which has been acquired from the respective course.

We tried our level best for preparing this report. The information of this report is mainly based on Internet information. Some other details were gathered from the HR personnel of that company. All of us gave our hundred percent for making this report come together.

We, fervently hope that you will find this plan worth reading. Please feel free for any query or clarification that you would like us to explain. Hope you will appreciate our hard work and excuse the minor errors. Thanking you for your cooperation.

Sincerely,

Rizwana Saba

08204042

BBS

Acknowledgment

In real sense, a project is a combined effort of student skill and knowledge under the precious guidance of their experience and kind guidance of their training staff .Thus any project cannot be accomplished to one's satisfaction without proper guidance and the total cooperation of all those involved in the project .So I am very thankful to the kind persons who have helped me immensely during our whole training period.

At first I express my deep gratitude and sincere thanks to Almighty Allaah for providing me sufficient strength to make this report successfully and also my respected faculty Faria Rashid for her valuable guidance interest and consistent encouragement to me in the preparation of this project report. Then comes the contribution made by all those respondents (employees) who attended the survey. Without their valuable input, this report and research could not have been successful. Also, the co-operation of my internship supervisor **Tania Sultana**, who guided me properly to get the informations, along with the other members of the Square Pharmaceutical's HR department was truly appreciable.

I also want to extend my greatest thanks to all those who are associated and contributed in this project.

Executive Summary

Square Pharmaceuticals Ltd. was established as a partnership firm in 1958. In 1991 it was converted into a public limited company. Square Pharmaceuticals Limited is the largest pharmaceutical company in Bangladesh. The research paper primarily focuses on the T&D initiatives undertaken to expedite organizational development of the company. This report points out the existing conditions regarding employee training, the strengths, weaknesses, and possible solutions for improving employee development initiatives for the company. The report also emphasizes on relating generally accepted theories and models of training to actual existing T&D processes in a company, especially a manufacturing that involve both corporate employees and field forces.

As I was placed in the CHQ, the report mostly concentrated on evaluating the development initiatives of the CHQ executives, senior executives and managers that in turn facilitate organizational development in Square Pharmaceuticals Ltd. The report focused on finding positive or negative relations between training initiatives and organization development to show employee training & development as the main catalyst and facilitator of company productivity and progress. Some comparisons and research was also done on the non-executives and field forces to gain better understanding of the level of input given for training initiatives, both internally and externally.

The research has resulted in the following outcome: Square Pharmaceuticals Ltd. has a strong and on-going employee training and development program, but it still needs to enhance it processes and justify its capabilities by overcoming the following drawbacks:

- Instance feedback mechanism and more frequent evaluations
- More external training initiatives monthly
- More areas and topics for training
- Larger and more attractive training areas/rooms at the CHQ

Title:

**An Analysis one Employee Training and
Development Initiatives Facilitating
Organizational Development in Square
Pharmaceuticals Ltd.**

Part 1-Introduction



SQUARE Pharmaceuticals Ltd
Dedicated to advanced technology

SQUARE Pharmaceuticals Ltd

1.1 Origin of the Report:

Internship Program of BRAC University , is a graduation requirement for the BBA students. This report is a partial requirement of the Internship program. Now a day, Education is not just limited to books and classroom. From education the theoretical knowledge is obtained from course of study, which is only the half way of the subject matter. Practical knowledge has no alternative. The perfect coordination between theory and practice is of paramount importance in the context of the modern business world now days. Internship program brings a student closer to the real life situation and thereby helps to launch a career with some prior experience.

This project was assigned by the organizational Supervisor **Tania Sultana**, Executive in HR of Square Pharmaceuticals Ltd. and was approved by the Faculty supervisor Ms. Faria Rashid, Lecturer, Faculty of Business Administration, BRAC university.

1.2 Rationale of Study:

The main reason of this study is for familiar with the practical knowledge about the Training and Development process which followed by Square Pharmaceutical Ltd. To **SQUARE**, human resource is the key to all success.

This field has become more important because employees need to learn new skills, advance their knowledge, and meet the challenges of technology in achieving high performance. Square Pharmaceutical Ltd always concern about their continuous development for their executive which increase the efficiency level. That is why I select this topic as my Internship Report.

1.3 Objectives of study:

- The main objectives of the study are to learn how to prepare a report. Our honorablecourse teacher assigns us to prepare this report so that in the job market

we can perform effectively and efficiently and also enlighten the goodwill of our university as well as our teachers. Other objectives of this report are:

- To share the lesson learns.
- To inform about the progress.
- To analyze the inputs against the outputs.
- To communicate the changes.
- Analyze the recommendations.
- Risk reduction preparation.
- To plan accordingly for up-coming period.
- To take quick decisions.

For smooth and accurate study everyone have to follow some rules & regulation. The study impute were collected from two sources. The sources are:

1. Primary sources
2. Secondary Sources
- 3.

Primary sources:

Primary sources of information are those that provide first-hand accounts of the events, practices, or conditions. In general, these are documents that were created by the witnesses or first recorders of these events at about the time they occurred. These information are collected from

- Practical desk work
- Face to face conversation with the officer
- Direct observations

- Face to face conversation with the client.

Secondary Sources:

Second-hand, published accounts are called secondary sources. They are called secondary sources because they are created after primary sources and they often use or talk about primary sources. Secondary sources can give additional opinions on a past event or on a primary source. Secondary sources often have many copies which we collected from

- Annual report of companies
- Files & Folders
- Daily diary
- various publications of companies,
- Website

The details of the work plan are furnished below:

Data collection method:

Relevant data for this report has been collected primarily by direct investigations of different company personnel.

Data sources:

The information and data for this report have been collected from primary sources. The secondary sources of information are article reports, websites and different manuals. Some textbooks, journals, newspapers etc. have been consulted in order to build up the framework of the study.

Data Processing: Data collected from secondary sources have been processed manually and qualitative approach in general and quantitative approaching some cases has been used throughout the study

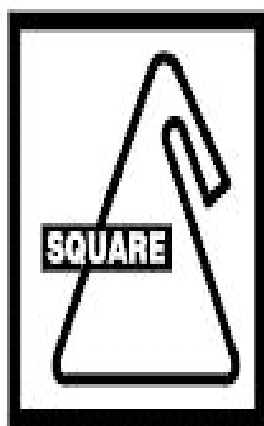
1.4 Limitations:

As I am an intern in the Corporate Headquarters of SQUARE Pharmaceuticals Ltd, I got information details regarding training initiatives only to what I can observe in the CHQ – HR department. In the HR department, the confidentiality level would be extremely high related to some of information. That's why I could not get access all information and strategies to include in the report. Besides these, there is a time limitation of maximum 12 weeks of experience. Thus, the busy schedules of the managers and employees of the HR department may limit my surveys and questioning to their availability and willingness. Same goes for the other department employees who maybe surveyed/questioned. Plus, Biasness of respondents or “playing safe” attitude may also hamper productive answers for my survey and questionnaires. But I got constant support from Mr. MD. Ishfaqur Rahman & Ms. Tania Sultana Executive-HR (D&T) during my internship period and to make a fruitful report.

The limitations are:

- Web-site of Square pharmaceuticals ltd. is not properly up-to-date.
- Necessary information is not available on the internet.
- No softcopy of annual report from any primary source.
- Required huge time consuming in typing some common but important topics from the hardcopy of annual report.
- Time shortage is a big problem because it is very difficult to prepare report and concentrate on official work by doing regular 8.30 am to 5.30 pm in an office.
- Human Resource Department is a very restricted area so other relevant data cannot be included since survey is quite restricted.
- Confidential data will be difficult to collect because of their secrecy that is not revealed
- Lack of enough cooperation due to high workload
- To continue study in such a vast are requires a big deal in time. Report making after the job period was tough to furnish the big report.

Part-2
Company Overview of Square Pharmaceuticals
Ltd.



SQUARE

PHARMACEUTICALS LTD.
BANGLADESH

2.1 Introduction:

Square company is one of the most and largest company in our country . They have several branches all over the country providing and distributing product and services. Square Pharmaceuticals Ltd is the flagship company of Square Group. In stark contrast to its present stature, Square had a rather humble beginning. In stark contrast to its present stature, Square had a rather beginning. In 1958, the Company started out as a small scale pharmaceutical venture at Pabna , a small town in Northern Bangladesh. It was a partnership effort of four young and enterprising men under the leadership of the Chairman, Mr. Samson H Chowdhury, whose determination and passion saw it through the turmoil of the early days. In 1964, the Company was turned into a private Limited Company. After the independence of Bangladesh , 1975 was quite a significant year for Square as it established a technical collaboration with Janssen Pharmaceuticals of Belgium; a subsidiary of Johnson and Johnson ,USA. In its relentless quest for higher technology, Square signed a technological collaboration agreement with F. Hoffman-La Roche & Co. Ltd in 1982 . 1985 was another historical year for Square as the company gained the market leadership for the first time in Bangladesh pharmaceuticals market and since then it has been maintaining its position as the leading pharmaceutical Company gained the market leadership for the first time in Bangladesh pharmaceuticals market and since then it has been maintaining its position as the leading pharmaceutical Company of the country .In 1987 ,Square became the first Bangladeshi company to export its product abroad. The Company stepped into a new era when it was transformed into a Public Limited Company in 1991 and subsequently it was publicly listed at both the stock exchanges in the year 1995. Square Pharmaceutical Ltd has been successfully retaining its market leader position in Bangladesh for the last consecutive 22 years and its current market share is approximately 16%.The company was founded in 1958 by Samson H. Chowdhury along with three of his friends as a private firm. It went public in 1991 and is currently listed on

the [Dhaka Stock Exchange](#). Square Pharmaceuticals Ltd., the flagship company, is holding the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and it has been continuously in the 1st position among all national and multinational companies since 1985. Square Pharmaceuticals Ltd. is now on its way to becoming a high performance global player.

1958	Debut of Square Pharma as a Partnership Firm.
1964	Converted into a Private Limited Company.
1974	Technical Collaboration with Janssen Pharmaceutical, Belgium, a subsidiary of Johnson and Johnson International, USA.
1982	Licensing Agreement signed with F. Hoffmann-La Roche Ltd., Switzerland.
1985	Achieved first position in the Pharmaceutical Market of Bangladesh among all national and multinational companies.
1987	Pioneer in pharmaceutical export from Bangladesh.
1987	Converted in to a Public Limited Company
1994	Initial Public Offering of Square Pharmaceutical Shares.
1995	Chemical Division of Square Pharmaceuticals Ltd. starts production of pharmaceutical bulk products (API).
1997	Won the National Export trophy for exporting pharmaceuticals.
1998	Agro-chemicals & Veterinary Products Division of Square Pharma starts its operation.
2001	US FDA/UK MCA standard new Pharmaceutical factory goes into operation built under the supervision of Bovis Lend Lease, UK.
2004	Signing of agreement with ROVIPHARM, Vietnam to manufacture and market <i>SQUARE</i> products under license in Vietnam.
2005	Secured the top position for the best published accounts and report for 2003 in the manufacturing category for transparency and excellence in corporate reporting.
2007	SQUARE Pharmaceuticals Ltd., Dhaka Unit gets the UK/ MHRA approval.
2008	New SVPO (Small Volume Parenteral and Ophthalmics) plant starts operation in Dhaka Unit.
2009	Square Pharmaceuticals Ltd. won the Bangladesh Business Award .
2013	Square Pharmaceuticals Ltd. won the bdjobs Employee Awards.

SQUARE Concerns

As part of SQUARE, one of the all-time leading Bangladeshi conglomerates, SQUARE Pharmaceuticals Ltd.'s sister concerns not only present a large quantity of companies but also a rich range of product lines. The SQUARE Concerns with their logos are given as follows

The various **SQUARE** *concerns*



SQUARE PHARMACEUTICALS LTD.



SQUARE TEXTILES LTD.



SQUARE SPINNINGS LTD



SQUARE TOILETRIES LIMITED



SQUARE CONSUMER PRODUCTS LTD.



SQUARE
Knit Fabrics Limited



SQUARE
Fashions Limited



SQUARE INFORMATIX
L i m i t e d



SQUARE
AGRO DEVELOPMENT & PROCESSING TLD.



SQUARE
HOSPITALS LTD.



SQUARE HERBAL & NUTRACEUTICALS LTD.

2.2 Milestone of SPL

- Year of Establishment 1958.

- Incorporate as a Public Limited Company – 1964.
- Technical Collaboration Agreement with Jansen Pharmaceuticals of Belgium.
- A subsidiary of Johnson & Johnson International Limited – 1975.
- Technical collaboration Agreement with F. Hoffman – La Roche & Company Limited - 1984.
- Converted into Public Limited Company – 1991.
- Stock exchange listing (D & C) – 1995.
- Agreement with M/S. Bevis tandem Limited of UK for implementation of Dhaka Plant – 1996.
- Awarded ISO- 9001 Certificate -1998.
- Business Lines- Manufacturing & Marketing of Pharmaceuticals finished product, Basic Chemicals & Agro vet products.
-

2.3 Vision of the SPL

Square view business as a means to the material & social wellbeing of the investors, employees and the society at large, leading to accretion of wealth through financial and moral gains as a part of the process of the human civilization.

2.4 Mission of the SPL

Square mission is to produce and provide Quality and innovative healthcare relief for people, maintain stringently ethical standard in business operation also ensuring benefit to the Shareholder's, Stakeholder's and the society at large.

2.5 Business Slogan

Square Pharmaceuticals Limited always upholds the dictum: “Dedicated to advanced technology.”

2.6 The Corporate Slogan

Square Group of industries has a common corporate Slogan which is: “Jibon Bachatey, Jibon Sajatey.”

2.7 Corporate Focus

Square vision, mission and Square objectives are to emphasize on the quality of product, process and services leading to growth of the company imbued with good governance practices.

2.8 Goals of the SPL

- Develop a realistic deposit mobilization plan. Strengthen operation in domestic to increase market share and profitability to offer more value to the shareholders offer contract- manufacturing facility.
- Manufacture and market time demanded and international standard pharmaceutical in domestic and export market.
- 🚀 Association with global research based pharmaceutical company for marketing or manufacturing their products.

2.9 Objective of the SPL

Square’s objectives are to conduct transparent business operation based on market mechanism within the legal and social frame work with aims to attain the mission reflected by the company’s vision.

- Total Commitment to the needs of customers.
- To follow the highest ethical standards.
- Continuous improvement of all work process.
- Permanent improvement of all the employees “Knowledge and Skills”.
- Securing the Quality of Products to match the Quality of Service.
- Preserving the company’s leading positioning the national market of Pharmaceuticals industry.



maasranga
television



Aegis Services Ltd.

Profile of the Founder Chairman

Late Mr. Samson H Chowdhury was born on 25 September, 1925. After completing education in India he returned to then East Pakistan and settled at Ataikula village in Pabna district where his father was working as a Medical Officer in an outdoor dispensary. In 1952, he started a small pharmacy in Ataikula village which is about 160 km off capital Dhaka in the north west part of Bangladesh. Mr. Samson H Chowdhury then ventured into a partnership pharmaceutical company with three of his friends in 1958. When asked why the name SQUARE was chosen he remembers-“We named it SQUARE because it was started by four friends and also because it signifies accuracy and perfection meaning quality” as they committed in manufacturing quality products.

His unfortunate demise occurred on 5th January, 2012.

Profile of Chairman

Samuel S. Chowdhury was born on 29th April, 1948 in the northwestern city of Pabna. His educational life commenced at his birthplace of Pabna. He completed his HSC Degree from Notre Dame College and went on to receive his Honor's Degree from Rajshahi University. Later, he earned his Master's Degree in Business from Trinity University, in Los Angeles, USA.

Following the footsteps of his father and the Founder of SQUARE, Late Samson H. Chowdhury, he initiated his work life in the year 1974 by joining the company. From then on, he has worked for the conglomerate for the last 38 years at a continual pace. He was appointed as the Vice-Chairman of the group in 2008. After the demise of his father and the Founder Chairman of SQUARE, Late Mr. Samson H. Chowdhury, he became the instant replacement as the chair of the group. As part of his ongoing work for SQUARE,

SQUARE Pharmaceuticals Ltd

he visited and toured various countries like US, UK, Japan, Australia, China, Canada, and many more foreign lands.

Profile of the Managing Director

Mr. Tapan Chowdhury is the managing Director of the company. He was worked for 20 years in Square Pharmaceuticals Ltd. of which about 15 years as a Director. Mr. Chowdhury is a science Graduate from Dhaka University and stood 4th in B.Sc . examination in 1973,.He also holds a degree in marketing from the London University, UK.

He is also the Managing Director of Square Ltd., Square Spinning Limited, Square Hospital Ltd., and Director Square Toiletries Ltd., Square Consumer Products Ltd. and Sheltech (Pvt.) Ltd.

He served as an Advisor of Non-partisan Caretaker Government in different Capacities,

Mr. Tapan Chowdhury is also the Executive member of the world alliance of YMCA ,Geneva ,General Secretary, Brothers Union Club and Vice president of Bangladesh Badminton Federation and Bangladesh Volleyball Fedaration. Mr. Chowdhury is an active and prominent Golfer and member of KGC.

Top Management: Board of Directors:

As per provisions of the Article of Association, Board of Directors holds periodic meetings to resolve issue of policies and strategies, recording minutes/decisions for implementation by the Executive Management.

Executive Management:

The Managing Director heads the Executive Management, the Chief Executive Officer (CEO) who has been delegated necessary and adequate authority by the Board of Directors. The Executive Management operates through further delegations of authority at every echelon of the line management. The Executive Management is responsible for preparation of segment plans/sub-segment plans for every profit centers with budgetary targets for every items of goods & services and are held accountable for deficiencies with appreciation for exceptional performance. These operations are carried out by the Executive Management through series of

committees, sub-committees, ad-hock committees, standing committees assisting the line management.

The current picture of the Top Management of SPL is as follows:

Board of Directors	
Mr. Samson H. Chowdhury	Chairman
Mr. Tapan Chowdhury	Managing Director
Dr. Kazi Harunur Rashid	Director
Mr. Samuel S. Chowdhury	Director
Mr. Anjan Chowdhury	Director
Mr. Kazi Iqbal Harun	Director
Mrs. Jahanara Chowdhury	Director

Management Committee	
Mr. Tapan Chowdhury	Managing Director
Dr. A. R. Q. Baksh	Member
Dr. Jibon Roy	Member
Mr. Muhammadul Haque	Member
Mr. Md. Kabir Reza, FCMA	Member

Hierarchy

The company is divided into two general hierarchical categories or levels: executives and non-executives. These two levels are further divided into various grades.

Non Executive Grade Division & Designation	
Grade	Designation
B-1	Officer

B-2	Junior Officer
B-3	SR. Officer Assistant/ SR. LAB Analyst
B-4	Office Assistant/LAB Analyst
B-5	Driver
B-6	Peon/Driver
B-7	Peon

Managerial & Executive Grade Division & Designation	
Grade	Designation
M-1	D.M.D.
M-2	Executive Director
M-3	Executive Director
M-4	Director
M-5	General Manager
M-6	D.G.M.
M-7	A.G..M.
M-8	Manager
M-9	Manager
M-10	Manager
M-11	Manager
M-12	SR. Executive
M-13	SR. Executive
M-14	Executive
M-15	Executive
M-16	Executive

For the Sales department, the hierarchy reflects a slightly different picture:

Sales Department Hierarchical Levels	
Grade	Designation
M-1	D.M.D.

M-2	Executive Director
M-3	Executive Director
M-4	Director-Sales
M-5	General Manager
M-6	D.G.M.
M-7	A.G..M.
M-8	National Sales Manager(N.S.M.)
M-9	National Sales Manager(N.S.M.)
M-10	Manager-Sales
M-11	Manager-Sales
M-12	Regional Sales Manager (R.S.M.)
M-13	Regional Sales Manager (R.S.M.)
M-14	Territory Manager (TM)
M-15	Senior MPO (SMPO)
M-16	Medical Promotion Officer (MPO)

A medical promotional officer is at the same level as an executive in the Sales department.

Locations, Branches and Units of SPL

SPL, a wholly Bangladeshi owned company, started its function in a small house at Ataikula near Pabna in a rural setting in the year 1958. The first proprietary medicine from SQUARE was Easton's Syrup launched in 1959, when number of people working rose to 12 turnovers to TK, 55000 & floor space occupied 3000 square feet. The owner MR. Samson H. Chowdhury did not have enough capital. He transferred the newly established industry to Pabna town where a people were accepted as co- shares. In this way the initial capital problem was solved to some extent.

Following are the current SPL units operating in different locations across the country:

Dhaka Unit:

The UKMHRA (United Kingdom Medicines and Healthcare Products Regulatory Agency) approved facility is about 50 km away in the North of the capital city. Bovis Lend Lease, UK designed this plant. This is a state of the art manufacturing facility for oral solid dosage forms and all facilities have been developed meeting the requirements of cGMP CFR 21. Dhaka Unit started

its operation at the end of 2002. Dhaka Unit also incorporates a separate Ophthalmic Plant, which has been setup under US FDA and UK MHRA guidelines.

Cephalosporins Unit:

Dedicated and state-of-the-art Cephalosporin's Manufacturing Facility is built as per the requirement of International GMP standard like EMEA, UK MHRA and US FDA. This world class facility manufactures Cephalosporin antibiotics in Tablets, Capsules, dry Syrup and Injectable preparations.

Pabna Unit:

Pabna Unit is the first manufacturing facility of Square Pharmaceuticals Ltd. and started operation in 1958. It is a modern plant that fully complies with WHO – cGMP Requirements. It has earned ISO 9001 Certificate in 1998, for which Auditor was Orion Registrar Inc., USA. Again, it's Quality Management System upgraded to 2008 version in 2009.

Animal Health Unit Pesticide Unit:

The plant was established in 1992 and started commercial production in 1995. Until 1996 it was involved only for the internal consumption of Square Pharmaceuticals Ltd. From the year 1997 it started its full-fledged production and marketing to all top pharmaceuticals within the country including Aventis Pharma, Novartis Bangladesh Ltd., ACI Ltd., Beximco Pharmaceuticals Ltd., The Acme Laboratories Ltd, Eskayef Bangladesh Ltd., Opsonin Chemicals, Renata Ltd., Essential Drugs Co. Ltd. and many more.

2.10 The Departments of SPL

As the leading market share holder in its industry, the 2nd most profitable pharmaceuticals company, and one the best conglomerates in the country, SPL composes of various departments, some of them being “cross-functional” due to operational requirements. The number of departments shows the complexity the SPL management has to go through to make the company work in sync.

2.11 The departments are as follows:

- Product Management Department (PMD)

- Sales Department
- Medical Services Department (MSD)
- Accounts & finance Department
- Personal & Administration (PAD)
- Information Technology (IT) Department
- International Marketing Department
- Marketing Supply Chain Management
- Technical Service Department (TSD)
- Distribution Department
- Human Resource
- Share & Corporate Affairs
- Commercial
- Quality Assurance
- Engineering
- Production
- Product Development & Validation
- Internal Audit
- Quality Management & Audit
- Market Research & Planning Cell

Part-3

Job Part

3.1 Description of Learning Issues in Internship Period:

At first I want to write, it was great experience to work in Square Pharmaceutical Ltd. In my three months internship period I work in Human Resource Department and learned so many things which increase my practical knowledge. Basically I am joined particularly Training and Development sector as an intern. But in the same time I also work in Recruitment sector.

In Training and Development sector I have done different types of work as I can mention here. Training Need Analysis (TNA) is the most important part of the training and development issue. Without Training Need Analysis it is very difficult to arranging the training session for effective performance, because Square believes in continuous development of their employee. In this case TNA form is most important for arranging the training program. And this TNA form supposed to fill out the manager based on their subordinate performance. I do record those TNA form and mark that frequently priority basis and then input those marking. After that based on this TNA record training program will be arrange. If anyone miss to send the TNA form then I was calling them for remind. Square arrange external training program for their employee. I was keeping the details of those external training program. When the training program was arranged for Medical Promotional Officer (MPO), Sales Promotional Officer (SPO) and Product Promotional Officer (PPO) then it was in one month training session. In this training session everyday examination was held and I played the role of invigilator. I have also done the record keeping of KPI and KRA. Square recently implement the KPI and KRA. Key Performance Indicators, also known as KPI or Key Success Indicators (KSI), help an organization define and measure progress toward organizational goals. And Key Result

Areas” or KRA’s refer to general areas of outputs or outcomes for which the department’s role is responsible. Arrange all the KPI and KRA data for Corporate Head Quarter, Dhaka Unit (establish in Gazipur), Pabna Unit and Sales and Distribution.

HR Training and Development department arrange some External Training Program where selected management personnel supposed to attend. I was working on this area for record all the data about those external training program.

I also work in recruitment team where I learn about the how to make decision. Learn about how to make CV summery.

And lastly I am very much glad to announce this, recently Square recruit “Printing & Packaging Manager”, in that process CV short list done by me. Then I was arranging the interview session and call the candidate for interview. This is the most excitement part of my Internship period.

Part 4 – Training and development

4.1 Training Needs Assessment / Analysis

A growing number of consulting companies and individuals specialize in helping clients identify their training needs. Before training someone, it obviously makes sense to know whether the person really requires training and, if so, what the training should achieve. Training therefore traditionally starts with determining what training is required. Square Pharmaceuticals Ltd. has its own TNA techniques. The first step that SPL takes is determining its training needs. Because training is considered a vital investment that impacts organizational development, the Human Resource Department has to understand who needs what training, at an individual as well as group level. Sending employees to unnecessary external trainings or conducting useless internal trainings not only wastes monetary resources but also wastes time for work processes. This leads to employee dissatisfaction and degrading of the working environment. The second step for the TNA is to understand the specific skills and knowledge required for particular tasks and positions. The job descriptions forms may help in this matter. This step also emphasizes on the setting for the training (on/off the job, in-house/outdoor, etc) and the probable mistakes that may deviate the intent of the program. At SPL, this is conducted both by the T&D executives and recruiting personnel, so that the nature of the job is aligned with the program. Finally, trainees who need the training are determined via TNA forms that indicate their existing competencies, areas for improvement and the extent for improvement. The finally stage determines who will attend what training and when. This usually occurs at the beginning quarter of the

year, so that the required trainings and budgets are determined and arranged (internally / externally) throughout the year.

At SQUARE, training programs are arranged in such a way that employees have the opportunity to apply it on the job, whether through new work methods or adapting new organizational/departmental strategies. An example would be the training given to many employees and managers through an external training for the SAP-ERP, immediately before and during its inclusion in the company.

Evaluation of training helps SPL know who needs what training in the future and where to invest more. Successful job performers provide a comparison on what they do differently than unsuccessful job performers. It also helps the company compare productivity and profits before and after training, in their own analytic and strategic way.

4.2 Types of Training Programs of SPL

- ✧ Executive and managerial training
- ✧ Non-Executive Trainings
- ✧ Field Forces Trainings

SQUARE Pharmaceuticals Ltd. breakdowns employee development based on 4 types of criteria: a) *by level/position* b) *by organizer* c) *by location* or d) *by job orientation (on/off the job)*. Training and development initiatives categorized by levels include executive and non-executive trainings. Field force training may also be considered as a level-based

training, though it overlaps with other three categories as well, thus it is considered a separate category of training.

Employee development programs categorized by organizing bodies include internal and external trainings. Internal trainings are conducted, organized and spend by the company itself, whereas external trainings are organized by training institutions or other training entities. However, usually participation costs are incurred by the company.

When categorizing via location, there are usually 3 types of training locations: in-house (corporate office), in-plant (factory) or outstation (at an external training center, like BRAC Center for Development Management at Savar). Depending on the number of employees involved, the department requirements, faculties available, and financial resources at hand for the program, the place is decided.

Finally, SPL conducts both on the job training and off the job trainings are undertaken. On the job trainings are must for the field forces employees before joining. For other employees and workforces, it is organized if required (usually as per the annual training needs analysis). On the other hand, off the job trainings are organized both internally (conducted by company) and externally (conducted by external faculties or institutes). When conducted internally, the off-the-job training sessions are conducted using PowerPoint presentations, handouts, demonstrations etc and may occur either in the CHQ or in the other units, located across various locations in the country.

All the training categories overlap, at least to some extent and present the training programs of SPL. Below, the training types for the executives, non-executives and field forces are given with the other factors (internal/external, on/off the job, and location) to present a picture of the training initiatives of SQUARE Pharmaceuticals Ltd.

4.3.1 Executive and Managerial Trainings

SQUARE facilitates development initiatives for its current managers as well as the “potential” managers, the executives. These initiatives maybe internally conducted or externally conducted depending on the need.

For internal trainings, the HR department assesses training needs for targeted employees and departments; assigns capable and expert employees as subject matter experts (SME) to conduct the training; nominates trainees; and decides on whether the training will occur in the CHQ or in the outstations (near its plants/factories in Gazipur, Pabna and Tejgaon and/or training centers like BRAC CDM). The internal programs usually occur when the departmental GMs or HR personnel see a need for improvement in a particular area (e.g. Communication Skills or Computer Skills). Or these may also be an annual initiative derived from the Training Calendar for enhancing skills for the new executives. For the latter type of internal training, few trainees are required as compared to the former type.

External trainings occur when the executives and managers are nominated and send to trainings programs (workshops/seminars/courses) organized by outside institutes. These external trainings for the executives are the “real” monetary investments that arise from training and developments. Thus, when talking about the return on investment (ROI) of T&D at actual, financial level, external trainings come into play. Some of its most frequent domestic external training providers include BDJobs, Prothom-Alo, Bangladesh Employers’ Federation, ISCEA, Brandforum, etc. Foreign training bodies include IIMA and XLRI. Most of these programs occur on an annual basis, so the timing and pre-training planning is done smoothly. For new external programs, they have contact persons for assistance and notification. SQUARE also facilitates overseas trainings for its most potent senior executives and managers to assist them in bringing new knowledge and skills to the company, thus proving itself to be a learning organization.

The nomination is done like the internal training, but only after a thorough review of the program offered or intended by the T&D executives, HR managers, and departmental managers. A letter is sent to the respective institution for acceptance of the nominations. If it’s accepted, then HRD communicates the nominees regarding the timing and venue of the program. Evaluation papers are also handed over to fill up and return to the HRD after the completion of training. T&D also ensures that all the documents (certificates, course materials, flyers, etc.) are submitted to them from the trainees as part of data collection and future reference. After three months from the completion of the training,

the participants are required to fill up another evaluation form provided by T&D, so check the impact of the corresponding training on the participants. Besides these, within 7 days from returning from the training, all the participants need to arrange a presentation on the topic among the colleagues of the department and notify T&D accordingly.

Besides these, SPL's development initiatives include the management development program (MDP) that focuses on improving and enhancing managerial skills, both for the executives and managers. It may be conducted in the office premises or employees sent to external organizers. SPL arranges this for its entire sister concerns' employees as well for betterment of the group as a whole.

4.3.2 Non-Executive Trainings

The non-executives include the peons, drivers, office assistants, and officers. This level also includes the admin assistants and canteen staff as well as cooks. Thus, it basically consists of the largest group in the corporate headquarters as well as in the factory units (not considering the field forces). Training them includes well designed and executed internal training programs. Their training also requires the largest spaces and most adept in-house faculties to guide and teach them in a proper way, given their comparatively lower literacy rate.

Like the executives, the non-executives are also selected via nomination and approval from respective departmental supervisors. Their trainings may occur in the corporate HQ or in the factory units or in external training centers like BRAC CDM, Savar. Topics range from basic "Computer Skills", "Proper Front Desk Etiquette" to sophisticated ones like "Positive Thinking". Training initiatives also vary depending on departmental needs and "need of the hour" basis. A special of non-executive development program is the individual professional development program (IPDP), targeted toward providing the non-executives with knowledge, skills and aptitude (KSA) for turning into an executive.

For the non-executives, there are usually no external training and development initiatives as they are still in the movement up the ladder for gaining an executive and permanent position.

4.3.3 Field Forces Trainings

These are the on-field initiatives where T&D plays a major role. The “face” and real drivers of profits of SPL, field forces include the MPO (Medical Representative Officer) of SQUARE Pharmaceuticals, SPO (Sales Promotion Officer) of Agrovat division of SPL, PPO (Product Promotion Officer) of Herbal & Nutriceutical Ltd. SDO (Sales Development Officer) of Pesticide department of SPL. These workforces fall under the Sales department.

After passing the written tests and before starting the induction training (knowledge-based training at the CHQ), all the qualified applicants of the field forces (MPO/PPO/SPO/SDO) are sent to the field training to get the real feel of the job. They are sent to the markets under the supervision of the territory managers. They are attached with a MPO with whom they visit markets, go to doctor calls, collect orders, and make reports at the end of the day. The idea behind the training is to make them go through the busy working schedule so that they don't panic when they are put into the real work. Usually, the on-field “demo” work environment is made intentionally harsher than normal, so that they can survive in the future in case of unwanted situations or difficulties. Usually, this field training runs for a week at factory units.

After returning from the field training Induction training starts at corporate headquarters. These knowledge-based, soft skill training include lessons on “human system-digestive system, nervous system etc., product knowledge-different brands , generic names, dosages; sales and marketing related topics-how to handle customers, how to detail in front of the doctors; HR issues-benefits & compensations, policies etc., general issues like corporate presentation, mannerism , meeting greetings, positive attitude etc” (Rahman, 2012).

The field forces are evaluated on a daily basis during their induction training period. During the induction training period, every morning a review class is taken on the topics covered on previous day. Then, they sit for an exam. The papers are checked and returned to the trainees on the same day so that they get the feedback and correct the mistakes. The scores keeping is done on a regular basis. If a trainee scores poorly in three consecutive

exams, then he is out from the training. After completion of the training, the participants sit for the final exam and viva, including detailing. If they succeed in the final stage, they are offered a probationary job and handed over the appointment letter as a field force employee of SQUARE Pharmaceuticals Ltd.

4.4 Special types of Trainings:

Two training types based on factory and manufacturing policies that need to be mentioned are Factory Assessment Training (FAT) and Current Goods Manufacturing Practices (cGMP).

Factory Assessment Training (FAT): With the increase of production or to adapt to new technology SQUARE buys machineries from time to time. The machines are bought from different countries. Handling these high tech machines requires a few expertises. So as they sell the machines to SQUARE, the supplier companies offer training sessions for the relevant people from our part in order to show them how to operate the machines. Here all the costs of training and traveling are carried out by the vendor. Employees from Production, Engineering Department and Technical Support Department are usually eligible to participate in such trainings as they are directly related in handling these machineries.

Current Goods Manufacturing Training (cGMP): Current Good Manufacturing Practices (cGMP) are the followed by the pharmaceuticals industry to ensure that the products produced meet specific requirements for identity, strength, quality, and purity . cGMP requires that everyone working in a production area shall have the education , training , and experience to perform the assigned functions. The minimum an auditor would expect is at least some general cGMP training and training on the standard operating procedures (SOPs) associated with the job. SPL ensures trainings for all the

factory employees according to the cGMP .In the production units these trainings goes on all around the year.

4.5 Training of MPO (Medical Promotion Officer)

Medical promotion officers play an important role for square pharmaceuticals ltd. They are work in the field with doctor. Every year SPL needs a lot of MPO in square pharmaceuticals for improving the business of the organization.

Topic of Training of MPOS

- Human anatomy & basic history
- Basic physiology & pathology
- Digestive system
- Respiratory system
- Gentro-urinary system & reproductive system
- Central nerves system
- Blood
- Cardiovascular
- Dialectology & diabetic
- Endocrinology & hormone
- Skin & skin disease
- Eye & eye infection

4.6 Training and Development objectives:

Once training needs are assessed, training and development goals must be established. Without clearly set goals, it is not possible to design training and development program, after it has been implemented there will be no way of measuring its effectiveness. Goals must be tangible, verifiable, and measurable. This is easy where skills' training is involved. For example, the successful trainee will be expected to type 55 words per minute with two or three errors per page. Nevertheless, clear behavioral standards of expected results are necessary so that the program can be effectively designed and results can be evaluated.

4.7 Designing Training and Development Program

Every training and development program must address certain vital issues

- Who participates in the program?
- Who are the trainers?
- What methods and techniques are to be used for training?
- What should be the level of training?
- What learning principles are needed?
- Where is the program conducted?

Who are the trainers: Trainers should be selected on the basis of self-nomination, recommendations of supervisors or by the HR department itself. Whatever is the basis, it is advisable to have two or more target audience. For example, rank and file employees and their supervisors or by the HR department itself.

Several people, including the following may conduct training and Development program:

- Immediate supervisors,
- Co-workers, as in buddy systems,
- Members of the personnel staff,

- Specialists in other parts of the company,
- outside consultants,
- Industry associations and faculty members at universities.

4.8 Methods and Techniques of training:

A multitude of methods of training is used to train employees. Training methods are categorized into two groups (i) on the job training and (ii) off-the job methods.

On the job training: refers to methods that are applied in the workplace, while the employees are actually working.

Off-the –job training: are used away from workplaces.

- Vestibule
- Lecture
- Special study
- Films
- Television
- Conference or discussion
- Case study
- Role playing
- Simulation
- Programmed instruction
- Laboratory training

On the Job Training

- Orientation training
- Job-instruction training
- Apprenticeship training
- Internships and assistantships
- Coaching

Part-5

Analysis and Interpretation Of Data

Regarding D&T at SPL

In early year there are many research conducted on this topic. For research this is very effective topic, because the improvement of an organization depends on the performance of employees and employees' development depends on their capability, skills and knowledge. And training is very effective tools of Human Resource Management to improve the productivity & performance of an employee. Training always helps to improve the employees' productivity and performance. If the organization properly design and evaluate the training program then it is guaranteed that the performance of the employees will increase and with employees performance the organization will be also develop.

5.1 External Training Programs

SQUARE has witnessed continuous rise in training initiatives provided by external training houses and institutes. These initiatives involve lots of costs and in-depth need assessment. Thus, these external trainings are the main investments of SPL's T&D as the parental company in the conglomerate.

Year 2012 saw another rise in training initiatives as employees and managers from multiple departments participated in various trainings to enhance their competencies, thus solidifying company image and reputation. Some of the major external training programs of 2012 were as follows:

- 5** Workshop on: SAP CO Course
- 6** Red-hat Certified Engineer Training
- 7** International Training on Supply Chain
- 8** Frontier Selling Skill
- 9** Scientific Seminar organized by BASF
- 10** Tripartite National Conference on green jobs
- 11** Occupational Safety and Health Management and Work Environment Improvement
- 12** Export & import through LC
- 13** Workshop on: Changes in VAT Rules, SROs and General Orders in the Budget 2012-13

The above mentioned training programs are some of the much external training where SPL sent its employees as trainees.

The following chart shows the percentile breakdown of trainees participating in external trainings.

Fig 1: Departmental Contribution for External Trainings for the Year 2012.

The highest numbers of employees are attended in external training from the Product Management Department (PMD) that is 17% than International Marketing Department

(IMD) 13%, HRD 12%, ERP 11%, Sales 11%, TSD 7%, Product development & Supply chain 4%, Legal department 3% and others 18%.

Following are some of the significant external training programs and their key points:

Training Name	Month of Occurrence	Training Institute	Significance
SAP Co Course	December '11 to January '12	BD Jobs	On the verge of reshaping work processes in SQUARE
Dr. Philip Kotler's Professional Masterclass	June	Brand Forum	Unique opportunity for the marketing department and product management department for understanding the new marketing concepts by the "Guru" of marketing
Lean Manufacturing	April	International Supply Chain Education Alliance Bangladesh	Enhanced distribution and supply chain work knowledge to unprecedented levels

International Training on Supply Chain Management	February	International Supply Chain Education Alliance Bangladesh	Reshaped SPL's supply chain and distribution; more than 10 Supply Chain experts and managers from various, renowned MNCs (Banglalink, Nestle, Coats BD, Rahimafrooz, Reckit Benckiser, etc.)
Tripartite National Conference on green jobs	November	Bangladesh Employers' Federation	Provided new ideas and vision for entering the "green" market

The following table presents some key figures for 2012's external trainings:

35	Total External Trainings for 2012
111	Total External Trainees for 2012
20	No. of Departments externally trained
BDT 335,750/-	Total Expenditure on External Trainings for 2012
BDT 3025/-	Average Expenditure per External Training
1515.7 hrs	Total External Training Hours for 2012
13.30 hrs	Average external training hours per head for 2012
14 trainees	Highest no. of trainees from any department for a particular program
8 hrs	Longest duration hours for a training (example: <i>Lean Manufacturing</i> , in April'12)
24 hrs	Longest total duration for a training (8 hrs X 3days for <i>Frontier Selling Skills</i> , in April'12)

5.2 Internal Training Programs

Year 2012 comprised of numerous, effective internal trainings in forms of development programs and initiatives. Both executives and non-executive employees participated in these programs, mainly the IPDPs (Individual Professional Development Program).

Some of the significant internal training topics covered throughout the year were as follows:

14 Performance Management System (the biggest EXECUTIVE training of the year; details given below)

15 Developing Sales Leadership: Action Plan to Success

16 Basic Computer Skill & Positive Approach

17 Recruitment & Selection

18 Manpower Planning

19 Communication Skills

20 Working as a Team

21 How to Make More Time

22 Discovering the Power of Positive Thinking

All of these topics were presented to enhance employees' KSAs to greater extents for both executive level employees as well as non-executives. Some of these topics were part of the IPDPs, the development program for non-executives.

Some of the topics covered last year in the internal management development programs (MDP) included:

23 Developing Sales Leadership: Action Plan to Success

24 Executive Excellence

25 Strategies for Management Excellence

These initiatives targeted reducing costs for executives and managers, who usually are sending to external trainings for developing updating their skills. The internal MDPs are used as ways to enhance SPL's own T&D initiatives as these programs require stronger and better presentations, more absorbing environment and more sophisticated course materials as compared to the non-executive or line management training.

Fig 2: Departmental Contribution (*January to June 2012*)

The highest departmental contribution in PMS in January to June'12 by Product Management Department (PMD) is 32% and 2nd highest is Human Resource Department (HRD) is 21%. The Lowest contributions are by Global regulatory Affairs, MRCP, Sales and Supply chain department that is 2%.

Fig 3: Major contributor PMS program

In July to December'12 highest contribution in PMS are Quality operations & Production department 15% & 14% respectively. In this part the sales department contribution is lowest that is only 2% and others department are 16%.

The following table presents a summary of internal training stats for 2012:

18	Total Internal Trainings for 2012
952	Total Internal Trainees for 2012
37	No. of Departments internally trained
*BDT	Total Expenditure on Internal Trainings for 2012
158,936/-	

**9185 hrs	Total Internal Training Hours for 2012
9.65 hrs	Average internal training hours per head for 2012
8 hrs	Longest duration hours for a training
18 hrs	Longest total duration hours for a training (9 hrs x 2 days for <i>Strategies for Management Excellence</i> , December'12)

(PMS training affected the stats heavily)

*73% contributed from Executive PMS training of October

**58% contributed from Executive PMS training of October

Summary of Training Stats for 2012

The SPL has seen a significant impact of training initiatives this year, resulting in development of human resources at unprecedented levels that have helped as change catalysts to develop the company as a strongly-bonded learning organization. The development initiatives have increased in number from the previous year as new, energetic T&D personnel entered the company to shape up employee development processes. To sum up, the following represents the annual training figures for the year 2012:

Fig 4: External vs Internal Training Ratio/Percentile Breakdown

Square training & development unit arranged various training program like internal, external & overseas training. Most of the training programs are in-house or internal training program that ration is 58%. External training also arranged by square T & D that is almost 42% in ratio.

Fig 5: Percentage of the employee attending in different Trainings

The highest number of employee attending in MPO Induction Training-2012 that is 67%, in external trainings 7% of employee attended. In-house, IPDP, MDP, Other HR activities & internal training programs also employee are attended.

Fig 6: Percentage of the training cost in different training program

Training program cost of MPO induction training is 67% that is the highest. In-house job induction training cost 12% and Management Development Program (MDP) program cost is 10%.

Training Initiatives for 2012 thus far...

Following charts portray the initiatives and statistics for this year's executive training program so far. As my internship placement was for three months only, the chart covers programs happening from December'12 to March'13.

External Executive Training Stats for 2012-13 (December –March)					
Training Month	Training Name	Cost Incurred (in BDT)	Total Hours per Head	No. of Trainees	Departments Covered
January	Internal Auditor Course on IMS	23,400	32 hrs (4 days)	1	Quality Management
February	Training Need Analysis and Training Evaluation	12,000	8.5 hrs	5	Human Resources
March	GMP Compliance for DRA	8000	8 hrs	4	Regulatory Affairs
March	Labor Law	15,000	14hrs	3	Human Resources
April	Office Management with Computer Applications	8000	54 hrs	1	Human Resources
March	World Marketing Summit- A Better World through Marketing	N/A	22.5 hrs	6	Product Management, International Marketing, Marketing and Agrovvet Division

Internal Executive Training Stats for 2012 (January – April)						
Training Month	Training Name	Cost Incurred (in BDT)	Total Hours per Head	Location	No. of Trainees	Departments Covered
February	Job Analysis	1000	7 hrs	CHQ	15	Human Resources
February	Future Leader Scheme	2640	2.5 hrs	CHQ + Gazipur (DU)	60	Human Resources, International Marketing, Internal Audit, ERP, Product Management, Pesticide Unit, Sales, Medical Services, and Distribution
February	*PMS for SAP Team	1540	6.5 hrs	CHQ	17	ERP
March	Bangladesh Labor Act (2006)	180	5 hrs	CHQ	29	Human Resources & General Services

(*The *PMS for SAP Team* was conducted by external faculties (Pro-Edge Associates) despite of being an internal training program.)

Stats from Survey

A survey was conducted on executives and managers from the CHQ to know about their opinion and experiences on T&D initiatives. 24 respondents were managed, among them 1 being a Sr. Manager from International Marketing Department. Overall, 4 departments were covered as per limitations and time.

Working years vs. Training Programs Attended

This relation shows whether experience or number of years with the company has any impact on receiving trainings. For Figure1, y-axis presents the number of trainees and x-axis shows the number of working years:

No. of Years in SPL	No. of Trainings Received				
	1 to 3	3 to 5	5 to 10	10 to 15	>15
<1	4	1			
1 to 3	3				
3 to 5	2	4	2	1	
5 to 6	1	2	2		
>6		1	1		

Total	10	8	5	1	0
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Figure 7: No. of Working years and No. of Trainings

Trainings

Type of Trainings

The respondents were asked about what types of trainings they participated in. This relation shows a picture of 4 major departments' actions regarding sending their employees to different categories of training (mainly internal and external). The numbers in the parentheses beside the department names on the table represent the total respondents from each department.

Department of Employee	Type of Trainings Covered			
	<i>Internal (CHQ)</i>	<i>Internal (Outstation)</i>	<i>External (Domestic)</i>	<i>External (Overseas)</i>
<i>Legal (3)</i>	3	1	2	
<i>International Marketing(5)</i>	5	2	4	2
<i>Product Management(4)</i>	4	3	3	
<i>Sales(5)</i>	5	4	3	
<i>HRD(7)</i>	7	3	5	2
Total	24	13	17	4

Figure 8: Department and type of training

Employee Designation and Different Training Locations

This relation shows the different executive level employees and the trainings they received, internally and externally. Numbers in parentheses show the total number of employees for the given post.

Employee Designation	No. of Attendees in Different Locations			
	<i>Internal (CHQ)</i>	<i>Internal (Outstation)</i>	<i>External (Domestic)</i>	<i>External (Overseas)</i>
<i>Executive (17)</i>	17	7	10	1
<i>Sr. Executive(6)</i>	6	5	6	2
<i>Manager (1)</i>	1	1	1	1
Total	24	13	17	4

Figure 9: *Employee Designation and Training Type*

The 24 respondents were also asked about their opinions and likes/dislikes regarding T&D initiatives. Following are their responses on various areas:

Figure 10: *Opinion on Internal Training Programs*

Twenty one percent (21%) employees are strongly agreed that the Internal Training Program is helpful to develop the skill of employee. On the other hand, 17% employee disagree with this statement, whereas 41% employee are moderate with this agreement.

Variables	No. of observations	percentage
Strongly Disagree	1	3
Disagree	4	17
Moderately Agree	10	41
Agree	4	17
Strongly Agree	5	21

Total

24

100

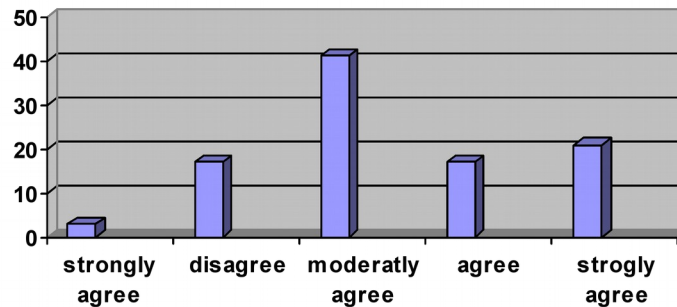


Figure 11: Opinion on External Training Programs

Opinions on external training program, 29% employee strongly agree/agree with this agreement whereas 42% employees are disagree/strongly disagreed. 29% employees are moderate to give the opinion.

Variables	No. of observations	percentage
Strongly Disagree	2	10
Disagree	5	19
Moderately Agree	7	29
Agree	3	14
Strongly Agree	4	15

Total

24

100

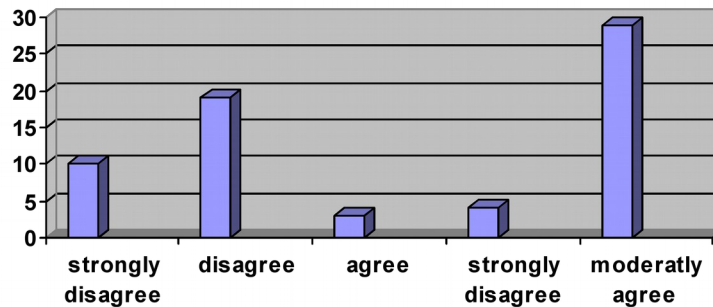


Figure 12: Opinion on Training Room (CHQ)

Opinions on effective training room 17% employees are strongly agree/strongly disagreed. 29% employees are agreed that training room conducive for learning and 29% are moderate.

Variables	No. of observations	percentage
Strongly Disagree	4	17
Disagree	2	8
Moderately Agree	7	29
Agree	7	29
Strongly Agree	4	17

Total

24

100

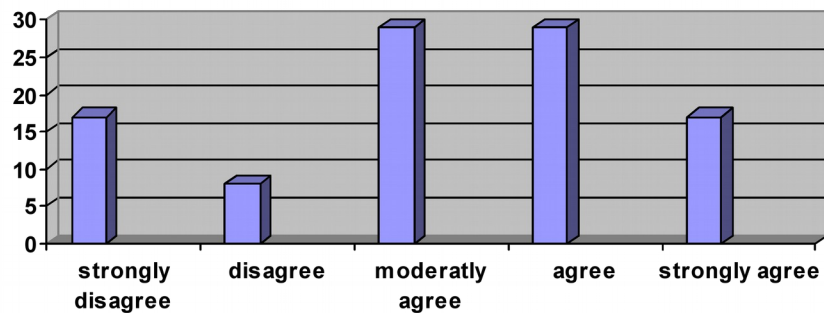


Figure 13: Opinion on Training Room (Plants)

Training room facilities of plants are well decorative for leaning according to the 25% strongly agree and 42% are agree. 215 of employee think that facilities are not satisfactory.

Variables	No. of observations	percentage
Strongly Disagree	1	3
Disagree	4	17
Moderately Agree	10	41
Agree	4	17
Strongly Agree	5	21
Total	24	100

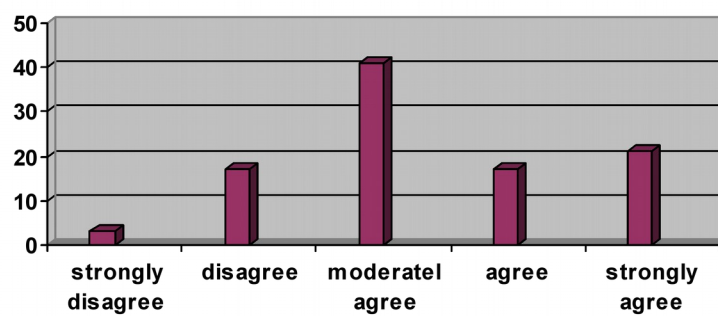


Figure 14: Training Initiatives impact on Market Share

CHQ training program has helped to improve its corporate image 21% employee strongly agree with this statement and 41% are agreed. Twenty one percent employee opinions are moderate. 17% employees are not satisfied with that training initiative.

Variables	No. of observations	percentage
Strongly Disagree	4	0
Disagree	2	17
Moderately Agree	7	21
Agree	7	41
Strongly Agree	4	21
Total	24	100

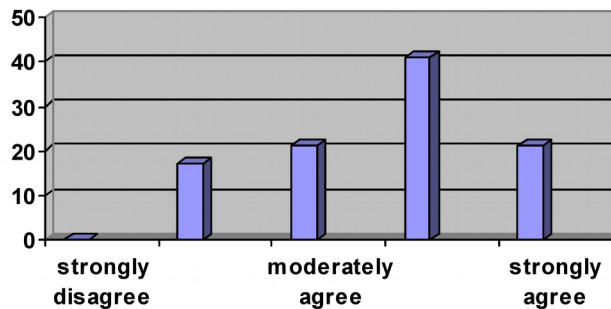


Figure 15: The employees are helped to acquire technical knowledge and skills through training.

SPL trainings helped employees a lot to acquire both technical knowledge and skills and competent enough to perform the job well. Over here 31% respondents strongly agree the statement and 41% agree also 11% moderately agree the statement .Which makes the assertion that SPL's training does help the employees to gain skills as majority agreed the statement. On the other hand 17% disagree the statement as they think trainings quality and space should be improved more .

Variables	No. of observations	percentage
Strongly Disagree	4	0
Disagree	2	17
Moderately Agree	7	11
Agree	7	41
Strongly Agree	4	31
Total	24	100

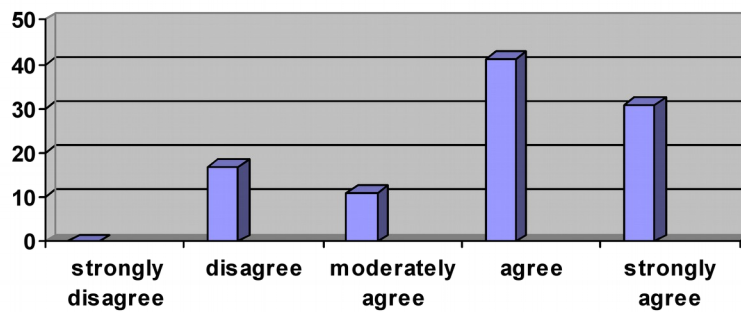


Figure 16: The training session conducted in your organisation is useful-

Variables	No. of observations	percentage
Strongly Disagree	0	0
Disagree	2	7
Moderately Agree	7	31
Agree	5	21
Strongly Agree	10	41

Total

24

100

Here 62% respondents agreed /strongly agreed the statement that SPL's training programs are useful to trainees as these training help lot to perform well . 31% respondents moderately agreed the statement as they have few complaints too . And 7% is not satisfied with the training programs.

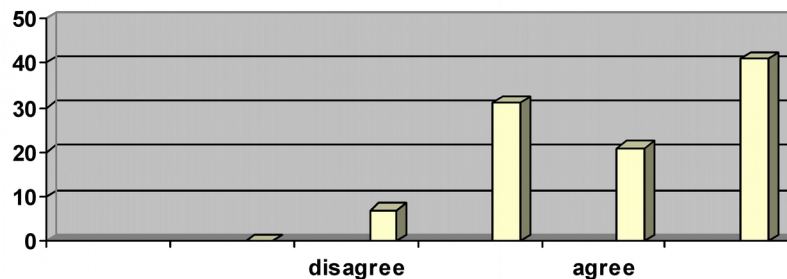


Figure 16: Support and Environment for Teaching at SPL

The respondents were also asked about the key areas on which T&D personnel and the HRD should work on for strengthening SPL's grip as a strong employee development provider. Major areas for improvement included:

26 Increasing the in-house faculty inventory

27 Developing larger training areas

28 Adding more training topics for the training calendar

29 Increasing the arranging of more employees for external trainings

Besides these, creating an immediate feedback mechanism, developing more activity-based programs and technologically updating internal trainings were few other suggestions.

Figure 17: Areas for Improvement in T&D

As many executives and managers of SPL are nominated for external trainings, their opinion on the best external institutes has been given below:

Most Popular external training institute	
Institute	Respondents
BD Jobs	5
Bangladesh Employers' Federation	2
Dhar & Associates	2
Prothom-Alo Jobs	2
ISCEA	2
BrandForum	4
Others	7

Figure 18: Most Popular Training/Consultancy Institutes

“Others” included Burea Veritas (Bangladesh) Private Ltd., Advance Supply Chain Solution Pte Ltd., Indian Institute of Management (overseas), and Training Bangladesh.

In this report the writer tried to provide an overview about the training of MPO & training impact MPO. Now there is an overview of MPO training from 2008-2012. From the next page there is an analysis of the training giving and taking ratio of Square Pharmaceutical Ltd. from the year 2008 to 2012.

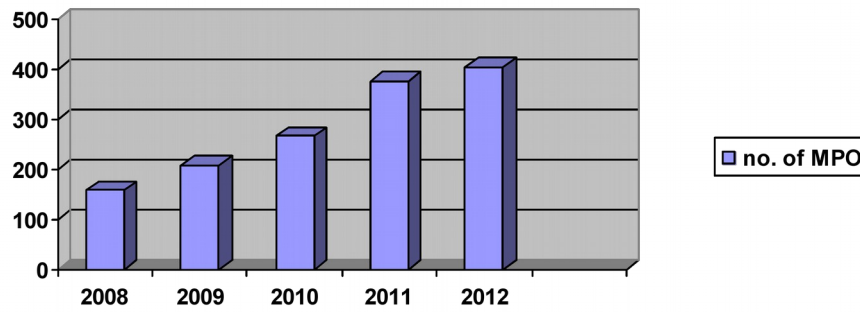
Fig 19 Training given to MPO from 2008-2012

Table 1: No. of trainees attended training from 2008 to

2012

Year	No of MPO
2008	158
2009	208
2010	266
2011	377

Figure 1: No. of MPO attended training from



Impact of Training

In this portion of report writer tried to find out the impact of training from the MPO's of SPL. Writer interviewed 20 MPOs of SPL and from their answer and tried to identify the overall impact of training provided by SPL. Few of the question was ask to them are discussing below.

- Do you think your organization's provided trainings are enough for you to achieve your performance objectives?

Table 2: Evidence that training is enough to achieve performance objectives

Variables	No. of observation	Percentage
Yes	19	80
No	5	20
Total	24	100

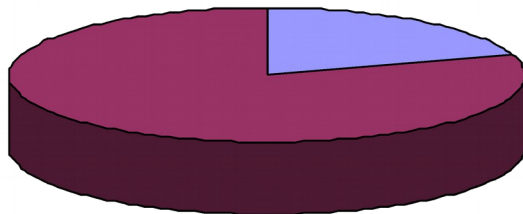


Chart 1: Evidence of training is enough to achieve performance objectives

From this chart it is clear that 80 percent MPO beliefs that the training they are receiving from SPL is enough to achieve their performance objectives. 80 percent are giving their opinion to yes and 20 percent are telling no.

•Do you agree after training your performance is increased?

Variables	No. of observation	Percentage
Strongly Agree	12	50
Agree	10	40
Neither agree or disagree	2	10
Total	24	100

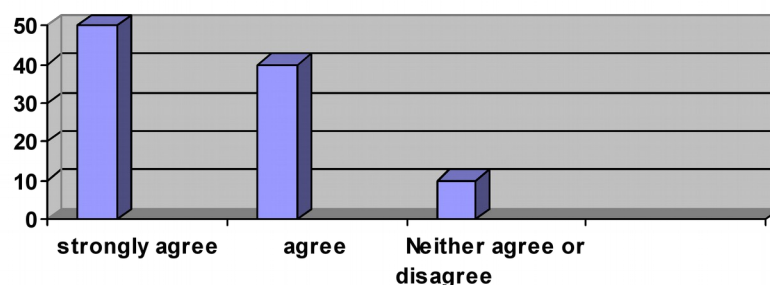


Table 3 : Evidence that training is increasing the performance of employees

From this chart it can say that, 50 percent MPO strongly beliefs that their training is the reason of increasing their performance. 40 percent agree that their performance is increasing because of training but 10 percent is remain neutral to vote for the training provided by SPL.

- **Are you satisfied with the training content provided by your organization?**

Variables	No. of observation	Percentage
Strongly Agree	12	50
Agree	10	40
Neither agree or disagree	2	10
Total	24	100

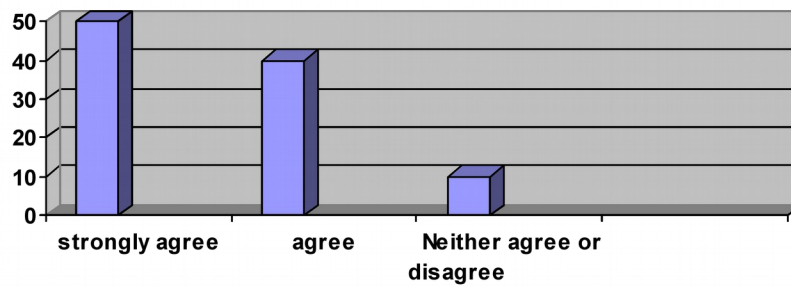


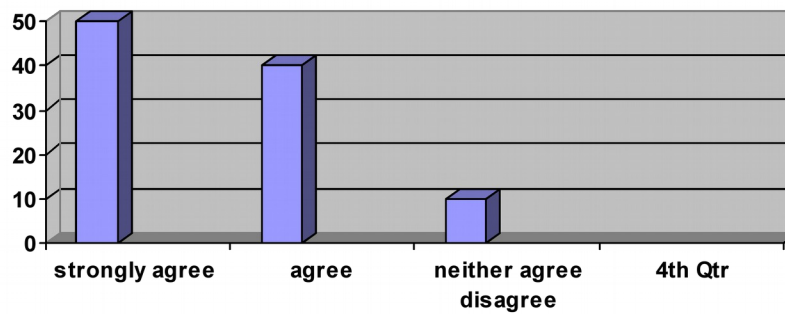
Table 4: Evidence that employees are satisfied with training content

This chart is telling that 50 percent strongly agreed that employees are satisfied with the training content and 40 percent employees agreed that they are satisfied with content. And 10% are not satisfied enough with the contain .Though majority are supporting the content , here SPL should change the training content in such ways where employees feel interest to attend the training.

- **Do you think Training & Development has impacted positively on your organization?**

Table 5: Evidence that training has impact on organization

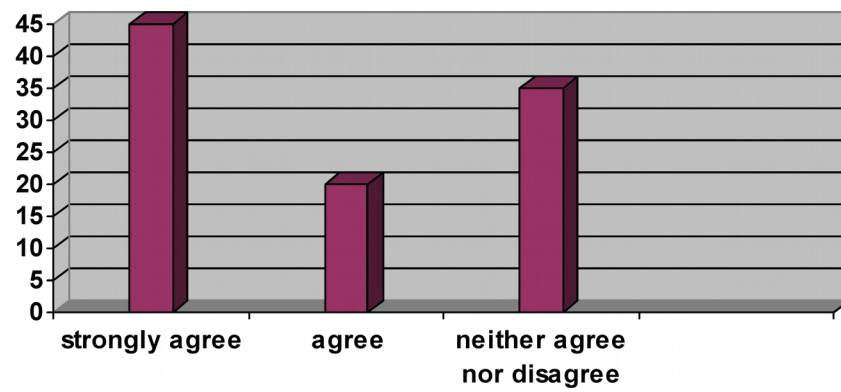
Variables	No. of observation	Percentage
Strongly Agree	12	50
Agree	10	40
neither agree or disagree	2	10
Total	24	100



From this chart it is clear that 90 percent (50+40) MPO believe that the Training & Development has positive impact on the organization. 90 percent are giving their opinion to yes and 10 percent agreeing moderately.

- **You can easily apply the learning of the training?**

Variables	No. of observation	Percentage
Strongly agree	11	45
Agree	5	20
Neither agree or disagree	8	35
Total	24	100



From this chart it can say that, 45 percent MPO strongly beliefs that they can easily apply the learning of the training. 20 percent agree that they can easily apply the learning of the training but 35 percent neither agree nor disagree.

Part-6

Findings

(The Outcomes of the Study with the Strengths and Weaknesses of the T&D Program)

6.1 Strength:

- 30** Training and development programs are conducted at an ongoing pace, especially internal trainings.
- 31** The HRD tries to maintain a training budget for each particular program as well as a cumulative whole to use it as a control method of costs and ensure return on training investment.
- 32** A training calendar is being developed for ensuring there are no clashes with other organizational activities.
- 33** The company has their own training floor with 3 training rooms at the CHQ.
- 34** There are large training halls at Dhaka and Pabna Unit
- 35** The MPO trainings (Sales Executives) occur in a systematic way, from field training to CHQ in-house knowledge enhancement lessons.
- 36** Non-executives are given different types of trainings for advancement to executive levels.
- 37** Managers are also periodically trained and developed for bettering their management skills through development and career management programs.
- 38** Training need analysis (TNA) is conducted annually and it is open for all departments.
- 39** The in-house faculties are very profound and experienced.

- 40** Evaluation forms for pre-training, post-training, and period checking are provided to trainees to ensure proper transfer of training on job and to optimize productivity from the invested training.
- 41** Development initiatives are on the rise and have facilitated organization development to a great extent through corporate image enhancement and encouraging a learning environment.

6.2 Weaknesses:

- 42** Integration with compensation-benefits section and Performance Appraisal section is weak, as developmental initiatives are not strongly related with promotions.
- 43** External trainings offered are limited in number as well as variety.
- 44** Particular departments are hampered from proper training and development initiatives.
- 45** Many employees find the internal trainings more theory-based than activity-based, thus obstructing an enthusiastic and practical feeling.
- 46** Few training institutes are preferred more and thus, considered more for many training programs.
- 47** Experience is not necessarily directly related to training experience.
- 48** CHQ training rooms have space constraints.
- 49** Number of resource personnel or SMEs should be increased as more than 4500 employees (both executives and non-executives) working in SPL.
- 50** The training environment, like interior, materials, equipments, technology, etc is not updated.

51 No specific quantitative way of measuring the ROI for training

Part-7

Recommendations

(Opportunities for Improvement and Threats to Look Out for)



7.1 Opportunities for Improvement

- 52** Inclusion of T&D database and knowledge management systems in the currently installed SAP-ERP system.
- 53** Create an instance feedback mechanism in the latest SAP-ERP system for T&D programs
- 54** Facilitate knowledge management systems from trained employees
- 55** Encourage e-learning and more overseas development programs for executives and managerial personnel.
- 56** Develop at least one large training hall in the CHQ
- 57** Increase the number of internal SMEs and faculties.
- 58** Develop more activity-based internal programs so that learning becomes more enjoyable and interactional
- 59** Have a separate training wing/institute that runs under Square Group for expediting T&D initiatives.
- 60** Make T&D a facilitator for succession planning and performance management.
- 61** Increase the number of external trainings per month by developing liaisons with more training institute and consultancy firms on a regular basis.
- 62** Increase the number of training areas and topics so that more functional units can be trained.
- 63** Update technology and equipments that assist training

64 Reduce the amount of training work done on paper and transfer to electronic and online sources.

7.2 Threats to look out for

65 Trained employees may leave company with enhance competencies.

66 External training institutes and firms may retreat due to monetary issues.

67 Too much development initiatives may cross budget.

68 Competitors may develop enhanced training modules and technology.

69 Aging executives and managers may avoid trainings due to rigidity toward learning new skills or updated skills.

70 The propensity to adjust training programs as per corporate strategy may hamper individual training needs, resulting in failed career management.

71 Confusion may occur in differentiating organizational development with maximization of shareholders' wealth, thus deviating the intent of the employee development program.

8. Conclusion

Employee is the valuable resources for any organization. And the success and failure of an organization extremely depends on the performance and productivity of the employees. Training plays a significant role on productivity. In this report it examines

and investigates the literature review on employee development and employee performance. It also showed that training improve the productivity of the employees.

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Appendix:

Questionnaire

1. Your designation

72 Executive-

73 Sr. Executive -

74 Manager-

2. Your Department:

75 Human Resource Department

76 Product Management_____

77 Supply Chain/Distribution_____

78 Accounts & Finance_____

79 Marketing/International Marketing_____

80 Legal_____

81 Sales_____

82 Quality Operations/Control/Audit_____

83 Product Development & Validation_____

84 Engineering_____

85 Global/ Regulatory Affairs_____

3. How long have you been working in SPL?

- < 1 year_____
- 1-3 years_____
- 3-5 years_____
- 5-6 years_____
- > 6 years_____

4. How many trainings have you participated in as a part of SPL in a year? _____

86 2-5-----

87 7-10-----

88 10 -20---

89 20-40---

5. Most of your internal training has occurred in (place):

SQUARE Pharmaceuticals Ltd

- CHQ____5
- In-plant/factory____3
- Outstation/external training center____2
- Other (please specify)_____0

6. According to you, which type of training is the most prevalent in SPL?

90 Internal (Non-executive/IPDP)____

91 Internal (Executive/MDP)____

92 External____

93 Overseas____

94

7. SPL gives full effort for internal training programs to facilitate employee development:

95 for Strongly Disagree----

96 for Disagree----

97 for Moderately Agree----

98 for Agree----

99 for Strongly Agree-----.

8. SPL gives full effort for external training programs to facilitate employee development: _____

100 for Strongly Disagree----

101 for Disagree----

102 for Moderately Agree----

103 for Agree----

104 for Strongly Agree-----

9. The internal training environment (room, materials, equipments, etc) at CHQ is conducive for learning and concentration: ____

105 for Strongly Disagree----

106 for Disagree----

107 for Moderately Agree----

108 for Agree----

109 for Strongly Agree-----

10. Have you been ever assigned as a faculty in any of the SPL internal trainings?

110 Yes_____

111 No_____

If yes, then do you agree with the following statement: ____

“SPL provides an excellent environment and adequate materials for teaching/training? “

112 Yes_____

113 No_____

11. SPL's training initiatives for corporate level employees has helped improve its corporate image and market share: _____

114 for Strongly Disagree----

115 for Disagree----

116 for Moderately Agree---

117 for Agree----

118 for Strongly Agree-----

12. Overall quality of internal training programs conducted by SPL's T&D is comparatively better:_____

119 for Strongly Disagree----

120 for Disagree----

121 for Moderately Agree----

122 for Agree----

123 for Strongly Agree-----

13. Name an internal training program you enjoyed and why:

124 Performance Management System (the biggest EXECUTIVE training of the year; details given below)-----

125 Developing Sales Leadership: Action Plan to Success-----

- 126** Basic Computer Skill & Positive Approach-----
- 127** Recruitment & Selection-----
- 128** Manpower Planning-----
- 129** Communication Skills-----
- 130** Working as a Team-----
- 131** How to Make More Time-----
- 132** Discovering the Power of Positive Thinking-----
- 133** Executive Excellence-----
- 134** Strategies for Management Excellence-----

14. Which external training program (inside Bangladesh) did you enjoy most and why. Please also mention the name of the training institute, if possible. (Skip if you have not participated in any external training)?

- 135** Workshop on: SAP CO Course-----
- 136** Redhat Certified Engineer Training-----
- 137** International Training on Supply Chain -----
- 138** Dr. Phillip Kotler's Professional Certified Masterclass-----
- 139** Frontier Selling Skill-----
- 140** Scientific Seminar organized by BASF-----

- 141** Tripartite National Conference on green jobs-----
- 142** Occupational Safety and Health Management and Work Environment Improvement--
- 143** Export & import through LC-----
- 144** Workshop on: Changes in VAT Rules, SROs and General Orders in the Budget -----

15. The employees are helped to acquire technical knowledge and skills through training.

- 145** Not at all true -----
- 146** Alittle true-----
- 147** Some What true-----
- 148** True to a great extend -----
- 149** Very true-----

16. Line managers utilise and benefit from the training programmes. -

- 150** Not at all true-----0
- 151** Alittle true-----
- 152** Some What true-----

153 True to a great extend -----

154 Very true-----

17. The training session conducted in your organisation is useful-

155 Strongly Disagree -----

156 Disagree-----

157 Moderately Agree-----

158 Agree-----

159 Strongly Agree-----

18. Employees are given appraisal in order to motivate trainees to attend training-

160 Strongly Disagree --

161 Disagree-----

162 Moderately Agree---

163 Agree-----

164 Strongly Agree-----

19. Do you agree after training your performance is increased?

165 Yes

166 No

20. Are you satisfied with the training content provided by your organization

167 Strongly Agree

168 Agree

169 Neither agree or disagree

21. Do you think Training & Development has impacted positively on your organization?

170 Strongly Agree

171 Agree

172 Neither agree or disagree

22. You can easily apply the learning of the training?

173 Strongly Agree

174 Agree

175 Neither agree or disagree

