

Report On  
Learning and development practices of SQUARE pharmaceutical Limited

By

ALPO-USNO  
15104185

An internship report submitted to the BRAC business School in partial fulfillment of the  
requirements for the degree of  
Bachelor of Business Administration

BRAC Business School

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## **Declaration**

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material that has been accepted or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all of the main sources of help.

**Student's Full Name & Signature:**

---

**Alpo-Usno**

**15104185**

**Academic Supervisor's Full Name & Signature:**

---

**Mr. Shihab Kabir Shuvo**

**Lecturer, BRAC Business School, BRAC University**

## **Letter of Transmittal**

Mr. Shihab Kabir Shuvo  
Lecturer,  
BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

Subject: Submission of internship report

Dear Sir,

With Due Respect, I am submitting my internship report on "Learning and development Practices of Square Pharmaceuticals Limited." I have tried my best to maintain the guideline given by the university. I am very much thankful to you for your guideline and instruction.

I have tried to put my best effort into the preparation of this report. I hope you would be kind enough to receive my report and I will be pleased to answer any query you think necessary as and when you ask.

Sincerely yours,

Alpo Usno  
Student Full Name  
15104185  
BRAC Business School  
BRAC University  
Date: 12/23/2019

## **Acknowledgement**

At the starting, I would like to give the greatest gratitude to my almighty for giving me the ability to complete the three months internship program as well as the internship report.

I am extremely grateful to a large number of individuals for their cordial support and encouragement throughout my internship program.

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Secondly, I want to express my deepest thanks to Mr. Shahidul Alam, (Manager, HRD, Square Pharmaceutical) for taking my responsibility and guiding me as a supervisor for the last three months. Besides, I am deeply thankful to Mr. Nurul Islam (Manager, HRD, SPL), Mr. Abdur Rahman (Executive, HRD, SPL) and Mr. Mozammal Haque (Senior Executive, HRD, SPL), SPL for giving me all the necessary information that was required to complete my internship report.

## **Executive Summary**

Being the market leader of the pharmaceutical industry, Square Pharmaceuticals Limited employs 9234 employees. Several teams are working in the HR department, the learning and development team is one of those which is responsible for training and developing executives and higher designation holders. In my internship report, I tried all the major functions carried out by the Learning and development team for employees' improvement.

In my first chapter, I discussed the company's background with all valid sources. All information given here is up to date and most of the information is found from internal sources or company websites.

Later in the second chapter, I portrayed a complete business structure of SPL using a business canvas model. which was done with the help of my office supervisor.

The third chapter has briefly described the function of the HR department. In the 4th chapter, I covered the learning and development practices of SPL. Where I described how an employee gets trained from the very beginning of his/her career with SPL. Lastly, in chapter five I gave a descriptive discussion of the major tasks carried out by the L&D team for employee development.

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## **List of Acronyms**

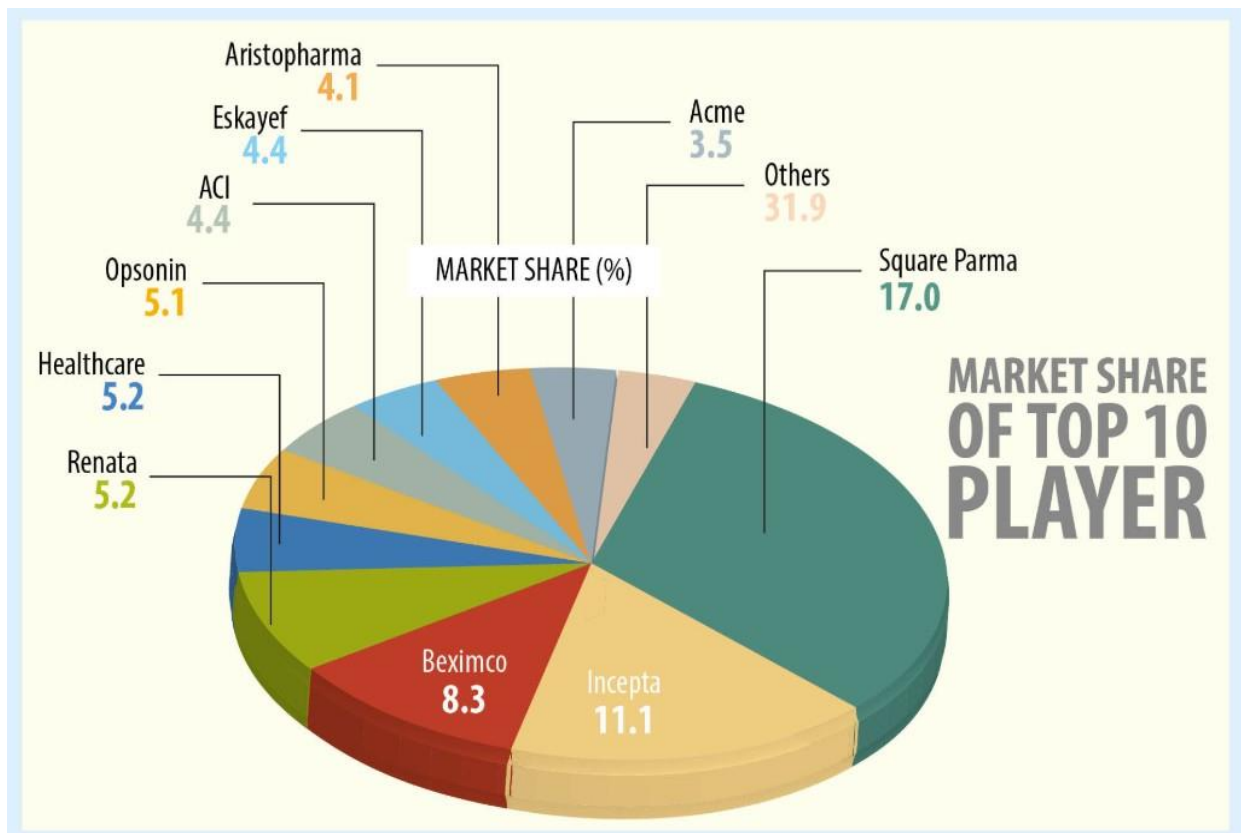
SPL	Square pharmaceuticals limited
HRD	Human resource department
L&D	Training and Development
CHQ	Corporate Head Quarter
DU	Dhaka Unit (at Gazipur)
PU	Pabna Unit
EDP	Employee Development Plan
TNA	Training Need Analysis

# Chapter 1

## Introduction

### 1.1 Company Overview

The pharmaceutical industry had always a noticeable contribution to our country's economy for a very long time and this industry is also known for being self-sufficient. Currently, there are 150 active pharmaceutical companies though the number of the registered company is 257. All the top 10 companies are local, and they hold almost 70% of the total market share (**Bangladesh association of pharmaceutical industries, 2019**). Among all these companies, Square Pharmaceutical Limited Proudly Stands in the first position since 1985. In 2019 Square Pharmaceutical Limited alone holds 17% of the entire market share. (**Dhaka Tribune, 2019**)



**Figure 1: Market share of pharmaceutical industry (Source: Dhaka Tribune)**

After meeting local demand SPL now exporting its healthcare products to 42 countries including countries like UK, Malaysia, Hongkong and Singapore (**SPL Annual report, 2018-2019**). Next year SPL will launch its first production house beyond the country border under the name of Square Pharmaceuticals Kenya EPZ Ltd. in Kenya. Square to become the first Bangladeshi pharmaceutical company to operate their production overseas and proudly shifting their position to a Multinational company.

Because of their large amount of productions, they require a large number of manpower too. Currently, SPL employs 9234 employees including executive, non-executive, and workers (**SPL Annual report, 2019**). SPL's management team always believe in their founder's motto, "A happy employee is a good employee".

This Pharmaceutical company was founded as a private company in the year of 1958 by Samson H Chowdhury along with three of his friends. Later in 1991 SPL was named as a Public company and registered in Dhaka Stock Exchange (DSE) and Chittagong Stock Exchange (CSE), and from 1987 SPL started exporting medicine around the globe.

## **1.2 Mission, Vision and Business Slogan:**

**Mission:** “Square Pharmaceutical's mission is to produce and provide quality and innovative healthcare relief for people, maintain a stringently ethical standard in business operation also ensuring benefit to the shareholders, stakeholders and the society at large.”

**Vision:** “SPL views business as a means to the material and social wellbeing of the investors, employees and the society at large, leading to accretion to the accretion of wealth through financial and moral gains as a part of the process of the human civilization.”

**Objective:** “SPL's objective is to conduct transparent business operations based on market mechanisms within the legal and social framework by aims to attain the mission reflected by our vision.”

**Corporate Focus:** “SPL's vision, mission, and objective are to emphasize on the quality of the product, process and services leading to the growth of the company imbued with good governance practices.”

**Business Slogan:** “SPL always Upholds the dictum: "Dedicated to advanced technology"

**Source:(SPL website)**

### **1.3 Division of Square Pharmaceuticals Limited:**


So far SPL is responsible for making 3 types of medicines, namely



(source: internal)

### **1.4 Quick overview of SPL till date, 2019**

Full company name	Square pharmaceutical limited
Year of establishment	1958 (partnership firm)
Date of incorporation	1964 (private limited company)
Converted into public limited	1990
Market leader	1987 to Present
Board of directors	Mr. Samuel S Chowdhury (Chairman) Mrs Ratna Patra (Vice Chairman) Mr. Tapan Chowdhury (Managing Director) Mr. Anjan Chowdhury (Director) Mr. kazi Iqbal Harun (director) Mr. Syed Afzal Hasan Uddin (Independent Director)

	Mr. S M Rezaur Rahman (Independent Director)
Sister Concerns	
Market capitalization	188 Billion BDT
Net profit (After tax)	10,562,864,000 BDT
Net Asset Value	60,806,055,000 BDT
EPS-Earnings per share (consolidated)	16.03%
Current Ratio	12.93
Bank Borrowings	<b>00.00</b>
Employees	9,234
<b>Total products</b>	<b>858</b>
Export to	42 Countries

## Chapter 2

### Discussing SPL's Business Structure:

#### 2.1 Business Model Canvas:

Business model canvas breakdowns an organization into 9 simply understood segments namely, Key partners, key activities, value proposition, customer relationship, channels, customer segments, cost structure, Revenue structure, and key resources. This model helps anyone understand the total business structure. This model mostly discusses the successful operation of an organization that differentiates itself from the competitors. The chart below gives a glimpse of the information that the model contains:

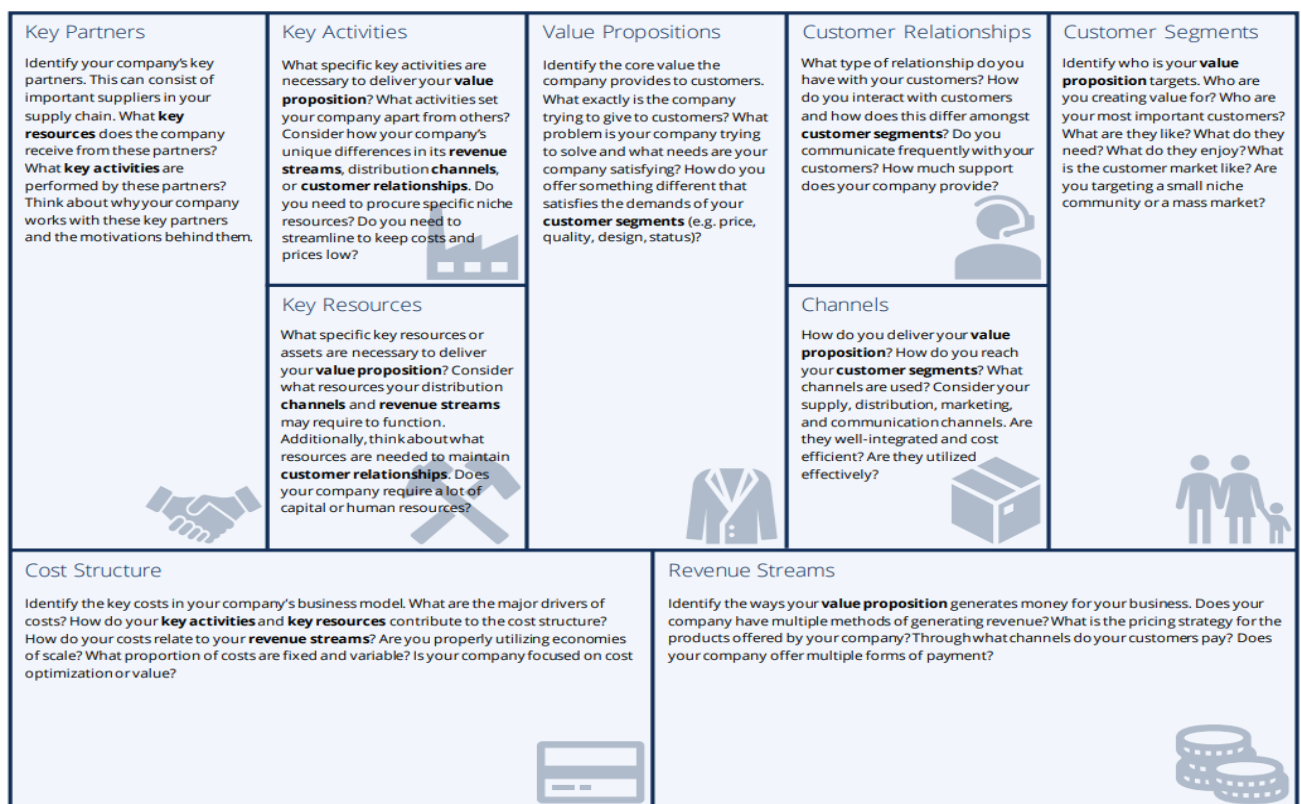


Figure 2: business model canvas



## **2.2 Business Model Canvas of SPL:**

### **Key Partners:**

- \* Director general drug administration (DGA)
- \* Global regulatory body
- \* Share holders
- \* WHO
- \* Financial institutes
- \* Suppliers

### **Key Activities:**

- \* Research and development
- \* Production
- \* Marketing
- \* Distribution
- \* Regulatory approval

### **Value Proposition:**

- \* Medicine Quality
- \* Brand value
- \* Diverse range of medical solutions (Human medicine, AgroVet and Pesticide)
- \* Taking into account local needs

### **Customer Relationship:**

- \* 2500+ sales colleagues
- \* Patient feedback
- \* Customer Need assessment

### **Customer Segment:**

- \* Mass as per requirement

- \* Patients
- \* Veterans, farmers and pet owners
- \* Worldwide selected partners in 42 counties

**Key Resources:**

- \* Pharmacist
- \* Scientist from R&D
- \* Technologies
- \* Instruments

**Channels:**

- \* Hospitals
- \* Pharmacies
- \* 26 Depots

**Cost Structure:**

- \* Employee salary
- \* Product marketing
- \* Buying raw materials
- \* Upgrading Technology
- \* Overhead

**Revenue Stream:**

- \* Sales of medicines
- \* Share and stocks

**(Source: Internal)**

## **Chapter 3**

### **Human Resource Department of SPL**

#### **3.1 Various Functions of Human Resource Department (HRD)**

The value of HR in an organization is not something that is immediately apparent. The bigger a business grows the more contribution the HR department has to play. Today HR's work is not just confined in hiring, firing and compensation management. A good HR policy can build a strong structure of a business whereas the feeble performance of the HR team can lead to downfall for the whole company. HR Department is such a department which deals with all departments of a company.

Square Pharmaceutical's HRD is the country's one of the most well-structured Department. This department is responsible for maintaining more than nine thousand employees and they are working tirelessly for recruiting the right fit, training them, developing their skill as well as making sure they are getting all the facilities that they are supposed to receive. For the ease of management, HRD works in several teams which are responsible for a specific type of work.

HRD Teams are as follows:

Recruitment and selection	Compensation management
Training and development	Operations

**(Source: Internal)**

### **3.2 Few Core Responsibilities Performed by HRD are as Follows:**

- a) Evaluate job and creating Job description
- b) Ensure proper manpower planning and forecasting
- c) Creating and updating Talent retention strategies
- d) Check time management (Attendance, overtime and leave)
- e) Conduct written test and interview as and when required
- f) Reward management
- g) Develop and implement OD strategies
- h) Ensure compliance with labor law
- i) Analyze training needs, design training calendar and ensure organizing training programs
- j) Measure training program effectiveness and prepare outcome reports
- k) Organize assessment centers for promotion purposes
- l) Conduct orientation for newly recruited employees and update record
- m) Conducting exit interview
- n) Ensure employee facilities
- o) Provide administrative support

## **Chapter 4**

### **Functions of Learning and Development(L&D) Team:**

Despite being market leader SPL management always strives for improving the company's performance. The learning and development team is formally responsible for heightening employee's work standards as well as making employees capable as future leaders.

After recruiting an employee by the Recruitment team, the real work of the L&D team begins. L&D team organizes plenty of orientation and training programs for the recruit, to make their journey easier with SPL. No matter which department a new employee joins in, the L&D team keeps every record of each employee's training plan and after assessing the compilation of different training programs, L&D team sets future training programs accordingly.

Apart from traditional learning programs L&D team came up with two more unique ways of voluntary learning and those are,

- Microlearning with audio visual content
- Online based learning portal-Corporate Pathagar

### **4.1 Managerial Hierarchy for Executive and Above:**

SPL equally value their every employee's work but for better management purposes SPL divided their employees into two hierarchical categories namely, Management (Executive) and Nonmanagement (Nonexecutive).

The L&D team is mainly responsible for the training and development of Management level employees. The below-mentioned chart describes the hierarchy of Management (Executive) Level employees:

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	Sr. Manager
M-9	Sr. Manager
M-10	Manager
M-11	Manger
M-12	Sr. Executive
M-13	Sr. Executive
M-14	Executive
M-15	Executive
M-16	Executive

Figure 4.1: Managerial hierarchy for executive and above (Source: Internal)

## **4.2 Seven Steps of Recruit's Training Programs Carried out by L&D**

### **Team:**

when a new employee joins SPL he/she might be both a fresh graduate or experienced in the job field. Regardless of their background, everyone must go through a few certain stages of training programs. Later as per need his/her training & development programs are designed.

A recruit's T&D stages can be classified into seven stages and those are as follows:

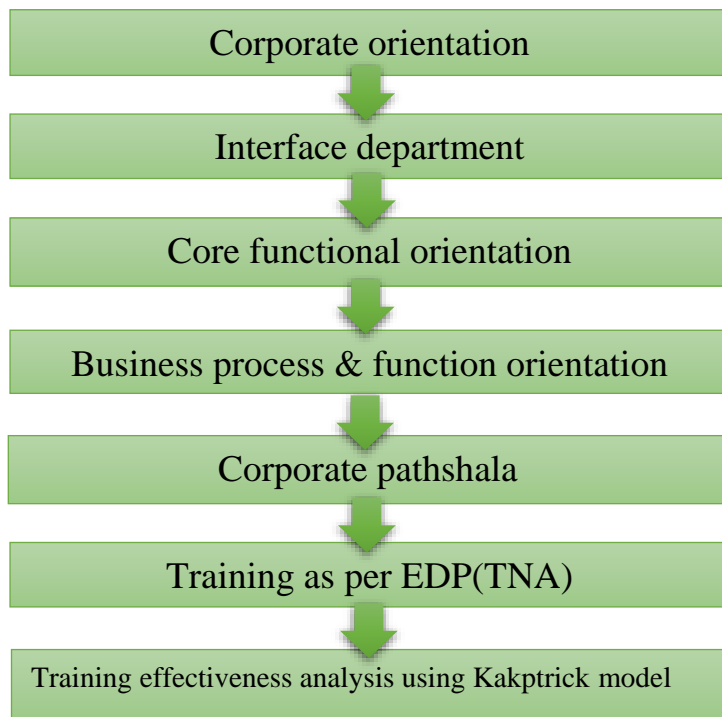


Figure 4.2: different stages of employee development (**Source: internal**)

#### 4.2.1 Corporate Orientation:

Recruits may have previous work experience, yet they are completely unaware of company policies and culture. SPL organizes this corporate orientation in a way so that new employees get all the concise and accurate information about the company. This boosts up those employee's confidence and helps enhance their performance eventually. Without a proper orientation, it takes longer for the employee to understand the things happening around and this doesn't let them reach their potential. In this orientation, employees get introduced to Square group and SPL's work environment and organization history. They also get to learn about different etiquette and manners such as dining etiquette and office dress code.

#### 4.2.2. Interface department:

In this phase, Recruits get themselves introduced with employees of other departments. SPL has several departments working together. Due to operational requirements some of them being

cross-functional. To avoid the complexity and make the company work in sync L&D organizes interface department orientation.

#### 4.2.3 Core functional orientation:

In core functional orientation new employee gets introduced with every function of his/her working department. It's important to know the core functions executed by the department. A new employee's job mostly remains confined in his/her job responsibilities but knowing other functions of the department makes the employee more efficient and creates a collaborative work environment. An employee's working team can be switched anytime as per the company's requirement. To give an example, an employee working in the Recruitment and selection team for 6 years but when it requires company's higher authority can switch his department to L&D, but before that, the person must show his competency to work in another team with same efficiency. The journey of being efficient in other works begins with this core functional orientation.

#### 4.2.4 Business process and function orientation:

At this stage, a recruit comes to learn about other major business operational areas. For instance, an employee working in the HR department of the corporate headquarter in Dhaka visits SPL's other units situated in Pabna and Gazipur. Recruits are sent for a different period, as per the requirement of job involvement employees visits different units from two weeks to three months. For an HR professional from CHQ, a tour of two weeks at Pabna or Gazipur unit is considered enough whereas for a pharmacist he/she may require a tour up to three months. This orientation gives a practical idea about the production process and other business functions carried out by different units. With this clear picture, employees can deal with various glitches with real-life experience.



#### 4.2.5 Corporate pathshala:

Corporate pathshala is SPL's unique way of learning, this is an online platform where the recruits get themselves enrolled right after joining office. This is a yearlong plan developed for new employees. The reason behind creating such a platform was to train employees beyond the classroom, this is a perfect example of adapting modern technologies for training and development purposes. Currently, there are 8 courses given in this website, introduction to outlook, professional grooming and presentation skill, just to name a few. L&D team assigns a certain number of courses for the recruit for every six months of the first year. Reading materials are given on the platform for respective courses, from which the trainee can learn about the assigned courses at their convenient time. Later they must sit for an online test of those enrolled courses. This program structure is strictly monitored by the L&D team, if someone doesn't enroll or take exams on time L&D team contact that individual and make sure that they do it in good time.

#### **4.2.6 Employee Development Plan (EDP) and Organize Training:**

Training need analysis (TNA) is a very common term of HR activities. SPL calls TNA as EDP which has a unique structure than traditional TNA methods. EDP plays a very significant role in determining training programs for employees. After assessing the TNA report L&D team organize different training programs for the employees. SPL follows the 70-20-10 model for distributing training programs of employees. In the later part of the report, I discussed SPL's EDP and the 70-20-10 model more descriptively.

#### **4.2.7 Training Evaluation Using Kirkpatrick Model:**

The L&D team conducts a training evaluation to make sure the effectiveness of the training attained by the trainee. To give a clear picture of the training effectiveness SPL follows the Kirkpatrick model. There are four stages in this model namely, Reaction, learning, behavioral

change, and results. SPL puts more emphasis on the first three stages for evaluation since it's not always easy to figure out the exact result of trainings.

## **Chapter 5**

### **Discussion of Few Major Tasks of L&D team:**

#### **5.1 Employee Development Plan and Training:**

After successful completion of the first year including six months' probation period both the employee and supervisor sit together and make a two years long training and development plan for the employee. Both the supervisor and employee himself can suggest different training programs for developing the employee's performance, skill, and competencies. For better clarity, I will be describing EDP in a few four steps.

##### **5.1.1 Basic information box:**

Job Role & List of jobs	Year	Required Functional Knowledge & Skill	Required Behavioral Attributes
-------------------------	------	---------------------------------------	--------------------------------

##### **5.1.1 (a) Job role and list of job:**

Before assigning any training, the supervisor takes into account the employee's present job role and key job role. In the competitive corporate world, employee's job role changes with the course of time. SPL management put emphasis on future job role as well. Considering forthcoming changes if any new skill is required supervisor or employee can add that too in the EDP form.

### 5.1.1 (b) year:

Considering the future need, EDP's time period is given two years. Which is why there are two boxes given for specifying 1<sup>st</sup> and 2<sup>nd</sup> year's job role and key job roles.

### 5.1.1 (c) Classification of required skills:

Individual's Strength & Areas of Improvement at Present	
Strengths	
Areas of Improvement	

Required skills are classified into types, namely "required functional knowledge & skill" and "required behavioral attributes". Functional ones are those which are required for successfully completing day to day office work. Whereas behavioral attributes aren't directly related to work. For instance, time management, positive attitude, communication skill.

### 5.1.2 Individual's strength and areas of improvement: (two section)

After specifying the requirements, appraisee's current "strengths" and "areas of improvement" need to identify. Using different types of tools supervisor try to identify employee's strengths and areas of improvement. Moreover, the supervisor can take an interview of the employee for confirming his thoughts on his strengths and weaknesses because all the training. An inclusive discussion makes the thing easier for both employee and supervisor.

### 5.1.3 Individual development plan

Knowledge skill, ability, experience needed	Type (Functional/ Behavioral)	Development Initiator	Development Technique	Importance	Time Line
---	-------------------------------	-----------------------	-----------------------	------------	-----------

### 5.1.3 (a) Listing knowledge, skill, ability, experience to be gained:

The employee knows himself the most, so if he feels that he has any areas of improvement, he can ask for any training for his betterment. Whereas the supervisor keeps the employee under

observation by closely monitoring his work on the job, such as presentation skills, communication skills, knowledge on excel, time management, leadership skill, conflict management, organizational behavior and so on. These are again listed in this section of the form.

#### 5.1.3 (b) Development initiator:

Depending on the types of training programs, these are divided into two executors.

- \* Supervisor
- \* Human resource department

Responsibility of supervisor: supervisors conduct a large number of training programs because employees spend most of their time working with supervisors. So, this type of training is mostly considered on-the-job training. Consequently, in a favorable time, the supervisor can train the employee. Within the given time of period supervisor must complete all the assigned pieces of training. After completion of the first year's training plan supervisor can proceed to next year's plan.

HRD's responsibility: First HRD send a blank form to the employee and supervisor for including required pieces of training. L&D organizes training programs according to the higher demand for a training program that means skill that most of the executives choose will be given priority. L&D only arrange training programs that they are responsible for. Training can be both internal and external. L&D also arranges classroom and faculties for conducting the training. The faculty can be both internal and external, later the faculty will design the course plan and give it to the L&D team. If the training is external, L&D searches for a suitable training institute that meets the needs. The institute can be both national or international.

5.1.3 (c) Development technique [training methods]:

SPL follow different development techniques, both on the job training and formal training programs are the most commonly used development technique. On the job training is a development procedure which is done through firsthand experience. In this case, most of the time Supervisor directly teaches the employee then assigns work on a need basis, takes follow up, evaluates performance then gives feedback. This process continues until the employee acquires the skill perfectly. Whereas Formal training programs are more like classroom-based. HR department organizes this program with inhouse faculties or external faculties. It can be organized out of the organization even overseas if the outcome is significantly higher. Sometimes employees are sent abroad for achieving professional degrees for having deeper and specific knowledge on a particular subject. Other training methods can also be used, such as self-reading, job rotation, special/project assignment, internal/external networks and visits to different external bodies.

There are some training institutes where SPL sends their employee more often, which are:

- BUET**
- BGTI**
- Bangladesh employers' federation**
- BIBN**
- IBA**
- AOTS**
- NUS (Singapore)**
- NIM (India)**
- MIM (Malaysia)**
- BIM**
- BD-japan training institute**

Figure 5.1: Training institute connected with SPL (Source: internal)

5.1.3 (d) Importance

A rating scale from 1 to 6 notify the degree of importance for each training program, where 1 is the least and 6 is the most important.

5.1.3 (e) Time limit:

For every specific development program, a certain time period is given. Within the mentioned period each of the competency targets is to be achieved.

5.1.4 Approval from appraisers and appraisee:

Appraisee's comment	Signature
Appraiser's comment	Signature
Second Appraiser's comment	signature

Receiving three approval is the very last step of EDP. First, the employee gives his/her comments relevant to the development plan then comes the supervisor of the employee. lastly, the head of the department puts a comment on the development plan. In the end, to show their consent all of them sign and approve the development plan.

5.1.5 Sample EDP form:

Job Role & List of jobs	Year	Required Functional Knowledge & Skill	Required Behavioral Attributes
<p><b>Job role:</b> Ensure whole recruitment of Dhaka Unit Independently</p> <p><b>List of key jobs (in short):</b></p> <ul style="list-style-type: none"> <li>-Manpower analysis</li> <li>-Prepare, and circular job advertisement</li> <li>-Organize written exams and interview sessions</li> <li>-Keep liaison with various recruitment agencies, job portals, universities etc.</li> <li>-Ensure proper joining formalities of candidates</li> </ul>	<p>1st year</p> <p>(July 2020- June-2021)</p>	<ul style="list-style-type: none"> <li>-Knowledge about Organizational structure</li> <li>-Basic operational knowledge of various departments of plant</li> <li>-Manpower &amp; Job analysis</li> <li>-Labor Law</li> <li>-Filing and documentation knowledge</li> </ul>	<ul style="list-style-type: none"> <li>-Communication skill</li> <li>-Analytical skill</li> </ul>
<p><b>Job role:</b> Conduct interview and facilitate employee selection and ensure whole recruitment of Dhaka Unit</p> <p><b>List of key jobs (in short):</b></p> <p>Same as above and</p> <ul style="list-style-type: none"> <li>-Competency assessment</li> </ul>	<p>2nd year</p> <p>(July 2020- June-2021)</p>	<ul style="list-style-type: none"> <li>-Interviewing skills</li> <li>-Competency assessment</li> <li>-Industry awareness</li> <li>-Human resource information system (HRIS)</li> </ul>	<ul style="list-style-type: none"> <li>-Communication skill</li> <li>-Negotiation skill</li> <li>-Analytical skill</li> <li>-Coordination skills</li> </ul>

Strengths	Provide decision instantly, hardworking
Areas of Improvement	Leadership skill, communication skill

--

Individual's Development Plan- 1 <sup>st</sup> year (July 2019- June 2020)					
Knowledge skill, ability, experience needed	Type (Functional/ Behavioral)	Development Initiator	Development Technique	Importance	Time Line
Bargaining and negotiation skills	Functional	Supervisor	Formal training program	4	Nov'19-Jul'20
Interpersonal relation	Functional	HR	Formal training program	6	Nov'19-Jul'20
Advanced Excel	Behavioral	Supervisor	On-the-job training	4	Nov'19-Jul'20
Time management	Functional	HR	Formal Training	5	Nov'19-Jul'20

Individual's Development Plan 2 <sup>st</sup> year (July 2020-June 2021)					
Knowledge skill, ability, experience to be gained	Type (Functional/ Behavioral)	Development Initiator	Development Technique	Importance	Time Line
Advanced Excel	Functional	Supervisor	On-the-job training	6	Jan'20-Dec'20
Organizational behavior	Functional	Supervisor	On-the-job training	6	Jan'20-Dec'20
Communication (skill written & speaking)	Behavioral	HR	Formal training program	5	Jan'20-Dec'20
Negotiation skill	Functional	Supervisor	Visits to suppliers/customers/operating companies	4	Jan'20-Dec'20
Leadership skill	Behavioral	HR	Formal training program	5	Jan'20-Dec'20

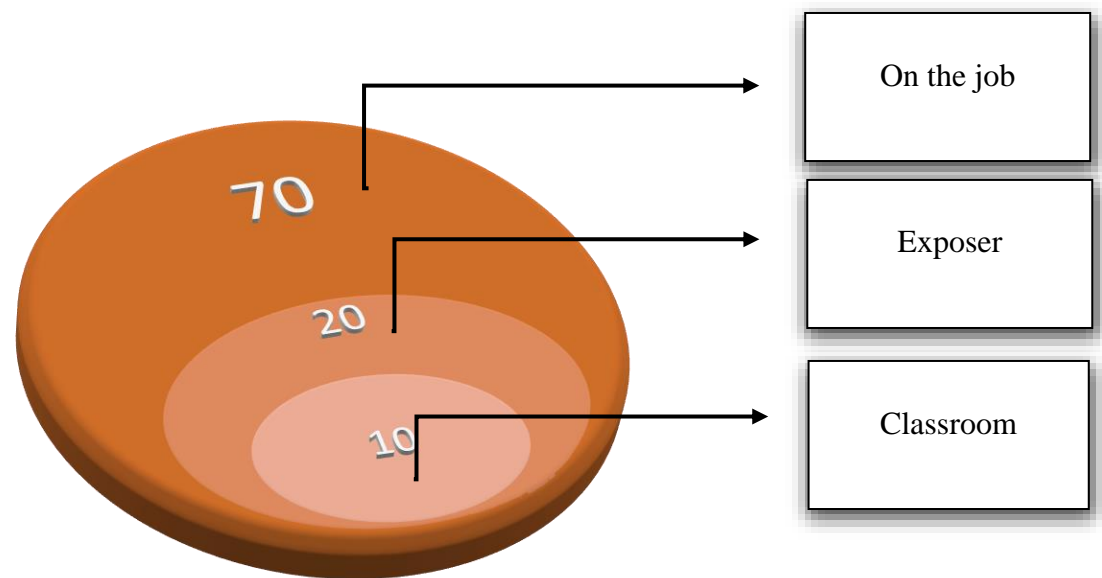
Appraisee's comment	Signature
Appraiser's comment	Signature
Second Appraiser's comment	signature

Figure 5.2: sample of EDP form (Source: internal)



## **5.2 Execution of 70-20-10 model for learning and Development:**

Square pharmaceuticals limited is a strong believer of the 70-20-10 model. It is a strategic workplace learning framework which is used to boost up employee's learning curve through three types of learning experience: On the job (70%)-Exposer (20%)- Classroom (10%).



On the job: SPL believe that, this 70% of learnings is the most effective learning amongst all because it lets employee discover the job-related skill and sharpen their old skills. This experiential learning is considered informal learning since they are learning it through their day-to-day interaction with a different type of people, hands-on experience and facing various challenges at work.

Exposer: 20% comes from exposer which includes learning from coaching, mentoring even from networking and sharing. SPL created a cooperative work environment where everyone is encouraged to share new ideas and skills with each other, and no one hesitates to seek help from others. To create a cooperative and friendly workplace HRD rewards their "most helpful"

employee elected by all the employees working in the department, this creates a positive impact among the employees and motivates others to be more cooperative.

Classroom: The rest 10% comes from formal classroom training. As per requirement, the L&D team organizes formal classroom training for employees, but this learning barely has any impact if one doesn't face any challenge at the workplace. Yet this is a crucial learning part of any learning methods because it formulates the backbone of any successful learning.

All in all, for effective learning there is no exception to the 70-20-10 model and SPL recognizes its importance well and tries to implement it in every department.

## **5.2 Analyzing Training Effectiveness using Kirkpatrick Model:**

For assessing training effectiveness, the L&D team prefers to use the Kirkpatrick model. To continue with the same training program, it is important to verify the success rate of a particular training program. With the help of the Kirkpatrick Model, the L&D team analyzes the impact of the training programs and share report recommend changes as required. This model has a four-level training evaluation process.

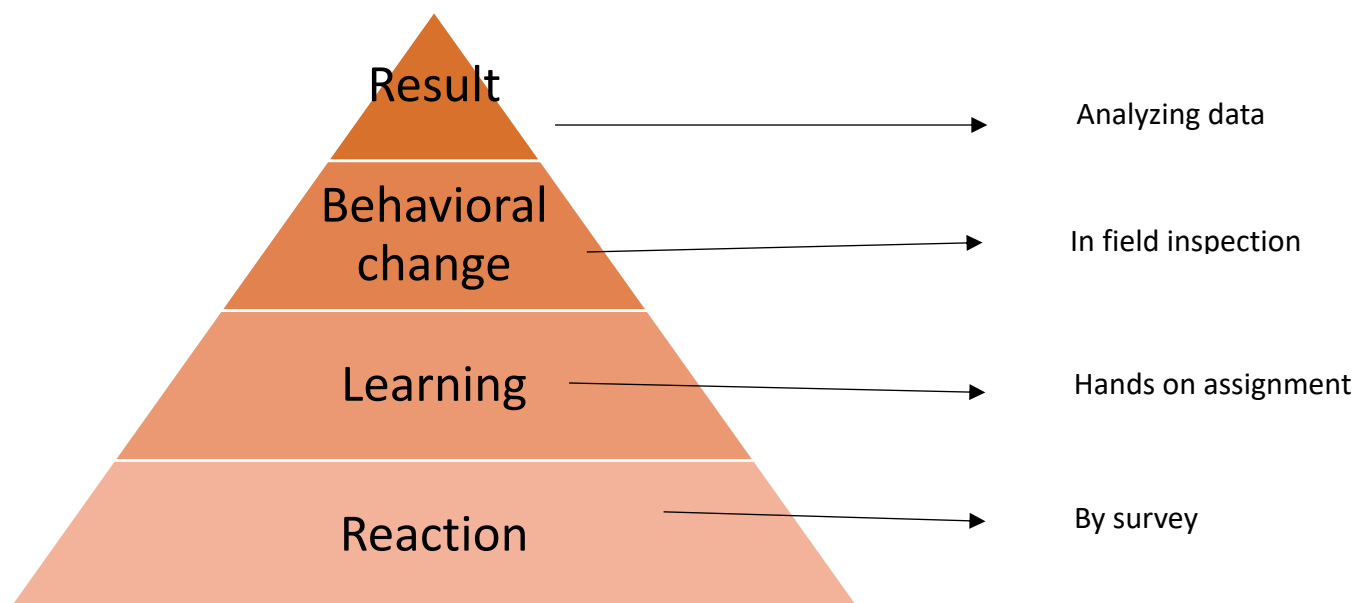


Figure 5.3: karkpatric four-level training evaluation model

### Level 1 Reaction:

This evaluation process starts with assessing trainee's Reactions to the training. the objective of this evaluation is very straightforward. This stage is for evaluating how the trainee reacts to the training by asking several related questions. A positive reaction always doesn't ensure proper learning, yet it helps to figure out the degree to which the trainee finds the training effective for their job life.

Questions to ask the trainee:

- Did you feel that the training was worth your time?
- Were the training activities engaging?
- Did you like the venue and presentation style?
- What are the three most important thing that you have learned from the training?
- Do you think it was a successful training program?

Level 2 Learning: At this stage, the L&D team tries to find out, what the trainee has learned from the program. Here, specific answer is preferred rather than being diplomatic. The main purpose is Measuring the increased knowledge from before to after the training.

For evaluation, the supervisor assigns some tasks related to the training and the trainee has to perform it according to the lesson learned from the training program.

Level 3 Behavior: This level is for evaluating the degree to which the trainee applies his learning back on the job works. The supervisor observes and follows up on the trainee's work to make sure if the training has made any positive change or not.

Level 4 Results: It is believed that training Results aren't always identifiable. Every training doesn't give instant results, so it isn't easy to come up with the exact result of the training. Therefore, the T&D team isn't so much concerned about the end numeric result. According to them, if the learning and behavior level is properly analyzed, training effectiveness can easily be identified.

## **Chapter 6**

### **Conclusion:**

#### **6.1 Conclusion:**

The training and development process of Square Pharmaceuticals Limited is the country's one of the most well-structured process. The number of training organized by the SPL is also much higher than any top-ranked company of our country. Training and developing costs money, time and require a large number of people's engagement but SPL's Learning and development team work tirelessly for ensuring proper training and improvement opportunities for the employees. SPL believes training and development is an investment because sooner or later it will bring greater output to the company.

There is no doubt that among the national companies SPL offers one of the best facilities for employee development but still when we compare it to international level or with other successful multinational companies there are still few areas for improvement especially the number of overseas training can be increased so that employees can be exposed more to international level work environment and this experience will Definity bring SPL to a higher standard as a multinational company. A company with truly global ambition shouldn't confine their learning opportunities within national boundaries.

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