

Report On
Implementation of Training and Development Program to Improve
Customers' Satisfaction at Beximco Pharmaceuticals Ltd.

By

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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
BRAC University
April, 2020

Declaration

It is hereby declared that,

1. The internship report submitted is my own original work while completing Graduation 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 which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

Ms. Tanzin Khan
Lecturer,
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BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on “Implementation of Training and Development Program to Improve Customers’ Satisfaction at Beximco Pharmaceuticals Ltd.”

Dear Madam,

With due respect, it is my great pleasure that I am submitting my internship report which is on ‘Implementation of Training and Development Program to Improve Customers’ Satisfaction at Beximco Pharmaceuticals Ltd.’ as part of the requirement of BUS400 (Internship) for your consideration. I would like to let you know that I have successfully completed my internship in BPL. I have arranged this internship report in view of my experience of three months of internship period. It has been a wonderful and inspiring journey for me. Working in the BPL helped me to gain practical experience of workplace and also encouraged me to connect my academic knowledge to work life. I expect this report to be relevant and informative. In completing the report, as a primary source I have gathered some papers and documents from my workplace. Moreover, I conducted a survey as a primary source and have used the internet and other relevant published materials as a secondary source. Your approval and acceptance about my report would inspire me.

If you have any query, I would be pleased to clarify that.

Yours Sincerely,

Anika Tabassum
ID: 14304137
BRAC Business School
BRAC University
30th April, 2020

Non-Disclosure Agreement

This agreement is made and entered into by and between Beximco Pharmaceuticals Ltd. and the undersigned student of BRAC University

Acknowledgement

This report aims to reflect upon the qualitative and quantitative assessments of the training and development programs of Beximco Pharmaceuticals Ltd. on their delivery assistants to improve customers' satisfaction. In order to successful completion of this report, support and cooperation from both BRAC Business School and Beximco Pharmaceuticals Ltd. (Referred as BPL from hereon) end was much required. I am truly privileged to have received such support and cooperation throughout the internship period.

To begin with, I am thankful to Almighty who has made us and gave me the learning and capacity to finish my temporary position as an intern successfully. I would like to show my utmost gratitude to my respected faculty advisor Ms. Tanzin Khan, Lecturer of BRAC Business School, BRAC University, who helped me with her constant support and supervision with the structural guidance to complete this report during this pandemic situation.

In addition, I would like to thank the 'Beximco Pharma Team'. My cordial gratitude goes to my supervisor, A. I. M. Moniruzzaman, Assistant Manager, Human Resource Department, Beximco Pharmaceuticals Ltd. for selecting me to be a part of Beximco Pharma's HR team. I am highly grateful to the entire HR team members and most importantly, the entire family of Beximco Pharma for their constant support by providing useful information and materials during my internship period, especially during this COVID-19 Coronavirus pandemic situation. Lastly, I would like to thank my family, friends and well-wishers' who have continuously invigorated me, supported me and encouraged me towards the successful completion of this report and I am truly grateful for all their contributions.

Executive Summary

Beximco Pharmaceuticals Ltd. (BPL) considers their delivery assistants as valuable human assets. Current training and development programs carried out for their delivery assistants are considered as one of the most significant investments BPL can make for their overall success at the depots. This initiative involves delivery assistants' participation to acquire product specific knowledge, to develop effective communication skills and to go through learning experience that they would be able to use at the depots. Development process involves learning that will aid BPL and its delivery assistants in the future with their professional career. BPL prefers to call it 'learning' rather than 'training' program to emphasize the valuable point that delivery assistants' active participation in such learning experience is considered as part of the developmental process which is broad-based and involve much more engagement than straightforward acquisition of material or technical skills. As a result, BPL has significantly reduced delivery assistant turnover, developed more credible delivery assistants and most importantly, enhanced BPL's reputation and reported higher level of satisfaction and loyalty among the delivery assistants and customers.

Keywords: human assets; training and development; delivery assistants; learning; communication skills; customer satisfaction

Table of Contents

<u>Declaration</u>	ii
<u>Letter of Transmittal</u>	iii
<u>Non-Disclosure Agreement</u>	iv
<u>Acknowledgement</u>	v
<u>Executive Summary</u>	vi
<u>Table of Contents</u>	vii
<u>List of Figures</u>	ix
<u>Chapter 1: Origin of the Report</u>	1
1.1 <u>Origin of the Report</u>	2
1.2 <u>Background of the Report</u>	2
1.3 <u>Internship Objectives</u>	3
1.4 <u>Scope of the Study</u>	3
1.5 <u>Methodology of the Study</u>	3
1.6 <u>Limitations of the Study</u>	4
<u>Chapter 2: Overview of the Organization</u>	5
2.1 <u>Overview of the Organization</u>	6
2.2 <u>Mission and Vision</u>	7
2.3 <u>Core Values</u>	8
2.4 <u>Corporate Social Responsibility</u>	8
2.5 <u>Timeline of BPL from 1976 to Present</u>	8
2.6 <u>Corporate History of BPL</u>	11
2.7 <u>Factories</u>	11
2.8 <u>Exports</u>	11
2.9 <u>Initiatives Taken by BPL during the Covid-19 Coronavirus Situation</u>	11
2.10 <u>Goals and Objectives of BPL</u>	13
2.11 <u>Hierarchy of Objectives of BPL</u>	14
2.12 <u>Company Slogan</u>	15
2.13 <u>Company Logo</u>	15
2.14 <u>Organizational Structure of BPL</u>	16
2.15 <u>SWOT Analysis of BPL</u>	17
<u>Chapter 3: Research Part</u>	19
3.1 <u>Introduction of the Research Topic</u>	20

3.2	<u>Rationale of the Study</u>	21
3.3	<u>Research Problem</u>	21
3.3.1	<u>Statement of the Problem</u>	21
3.4	<u>Research Objectives</u>	22
3.5	<u>Literature Review</u>	23
3.6	<u>Methodology of the Research Design</u>	26
3.7	<u>Sample Area</u>	27
3.8	<u>Sample Size</u>	27
<u>Chapter 4: Data Analysis and Findings</u>		28
4.1	<u>Data Analysis and Findings</u>	29
<u>Chapter 5: Training and Development Practices at BPL</u>		44
5.1	<u>Definition of Training and Development</u>	45
5.2	<u>Training and Development Practices at BPL</u>	45
5.3	<u>Training and Development Practices at BPL based on Gagne’s Model</u>	46
5.4	<u>HRM Process at BPL</u>	49
5.5	<u>Basic Training Process at BPL</u>	49
5.6	<u>Effectiveness of Training and Development Program of BPL</u>	51
5.7	<u>The Training Needs Assessment Model for BPL</u>	52
5.8	<u>Model of Process during Performance Discrepancy</u>	54
5.9	<u>Importance of Effective Training and Development Programs at BPL</u>	57
5.10	<u>Objectives of the Training Program</u>	61
<u>Chapter 6: Duties, Responsibilities and Learning as an Intern</u>		62
6.1	<u>My Activities as an Intern</u>	63
6.2	<u>Problems that I Faced as an Intern</u>	64
6.3	<u>Impacts of Internship Experience in My Career</u>	66
6.4	<u>Critical Observations and Major Findings</u>	67
<u>Chapter 7: Recommendations and Conclusion</u>		69
7.1	<u>Recommendations</u>	70
7.2	<u>Conclusion</u>	74
<u>References</u>		75
<u>Appendix</u>		76

List of Figures

<u>Figure 1: Timeline of BPL from 1976 to Present</u>	10
<u>Figure 2: Donation of Personal Protective Equipment</u>	12
<u>Figure 3: Covid-19 Awareness Campaign of BPL</u>	12
<u>Figure 4: Hierarchy of Objectives of BPL</u>	14
<u>Figure 5: BPL's Logo</u>	15
<u>Figure 6: Organizational Structure of BPL</u>	16
<u>Figure 7: SWOT Analysis of BPL</u>	17
<u>Figure 8: Participants' Age</u>	29
<u>Figure 9: Participants Gender</u>	30
<u>Figure 10: Participants Education Level</u>	31
<u>Figure 11: Household Income</u>	31
<u>Figure 12: Participants' response on Consumer Right Protection Act 2009</u>	32
<u>Figure 13: Purchase Frequency</u>	33
<u>Figure 14: Service Package Worthiness</u>	33
<u>Figure 15: Price Fairness</u>	34
<u>Figure 16: Response towards Behavior Analysis</u>	35
<u>Figure 17: Response to Training Effectiveness</u>	36
<u>Figure 18: Response to Product Specific Knowledge</u>	37
<u>Figure 19: Response to Customers' Satisfaction</u>	38
<u>Figure 20: Product Reliability</u>	38
<u>Figure 21: Response to Product Promotion</u>	39
<u>Figure 22: Response to Product Purchasing Preferences</u>	40
<u>Figure 23: Response to Service Provided by the Delivery Assistants</u>	41

<u>Figure 24: Customers' Purchasing Pattern</u>	42
<u>Figure 25: Response to Area of Improvement</u>	43
<u>Figure 26: HRM Process of BPL</u>	49
<u>Figure 27: The Training Needs Assessment Model for BPL</u>	52
<u>Figure 28: Model of Process during Performance Discrepancy</u>	54
<u>Figure 29: Four Levels of Training Evaluation</u>	57

CHAPTER: 1

ORIGIN OF THE REPORT

Chapter 1: Origin of the Report

1.1 Origin of the Report

I am a student of BRAC Business School at BRAC University. My area of specialization (Major) is in Human Resource Management with a minor in Marketing. I have completed all the required coursework at BRAC University. Currently, I am completing an internship program at Beximco Pharmaceuticals Ltd. (BPL) at their Human Resource Department. After discussion with my academic supervisor, respected faculty member Ms. Tanzin Khan at BRAC University and onsite supervisor, Mr. A. I. M. Moniruzzaman, Assistant Manager, Human Resource Management, Beximco Pharmaceuticals Ltd., I have selected this internship topic as part of an internship program to gain some real life experience and an opportunity to apply my knowledge of human resource management and marketing in my present work related activities at BPL, specifically at the Human Resource Department. The main purpose of the internship is to introduce the intern to gain real life experience after completing all the course work offered at the BBA program and to successfully earn the degree. It was the biggest challenge for me as being an intern was to transform my academic knowledge and learnings to turn into real life practical skills and to gain valuable work experience in human resources area. My internship report is based on implementation of training and development program to improve customer satisfaction at BPL which is aligned with BPL's overall needs of developing human assets and to meet the organizational specific goals and objectives to successfully run their business operations.

1.2 Background of the Report

Internship experience in any organization is a compulsory prerequisite to complete the BBA degree program at BRAC Business School. During my internship program, I have joined Beximco Pharmaceuticals Ltd. as an intern at their HRD and carried out my research on their training and development programs for their delivery assistants who are managing the sales and customer care services of BPL's medical products.

1.3 Internship Objectives

- To understand the overall HR practices at Beximco Pharma.
- To practically observed the HR activities at Beximco Pharma.
- To conduct the needs assessment of training and development programs in HR area at Beximco Pharma.

1.4 Scope of the Study

The study deals with the system of providing training to the delivery assistants who are working at the depot. Delivery assistants are selling medical products and providing customer care services to the clients/customers at those depot. Their supervisors are monitoring and evaluating their performance to ensure quality products and sales services.

My research incorporated both practical and theoretical perspectives to address this issue on BPL's current training and development programs. I have gathered information from primary and secondary sources to prepare this report.

1.5 Methodology of the Study

This study is a combination of both primary and secondary data which I have collected to prepare this report. Sources include different officers of Human Resource Department at BPL, department supervisors, delivery assistants, BPL's clients/customers, etc. I tried my level best to collect reliable and valid information by conducting surveys and in-person interviews. Primary and secondary data was carefully collected by utilizing the following resources below -

Primary Data:

Information has been acquired through,

- Analysis of data obtained through surveys and in-person interviews
- Discussion with HR team members and delivery assistants at the depots
- Online surveys were conducted based on selective questions

Secondary Data:

- BPL's internal training manual for the delivery assistants (Confidential)
- BPL's annual report
- BPL website and online resources
- BPL reports, magazines and articles

1.6 Limitations of the Study

- Due to Covid-19 Coronavirus situation, I had to face immense challenges and difficulties to conduct in-person interviews, conduct trainees' onsite behavioral and observational studies and in some instances, to conduct surveys of the participants due to irregular attendances.
- As an intern, I had faced difficulties to gain access to different software (for example, SPSS) both at my office and my university to conduct through analysis of information. My research could have been in more details in terms of data analysis and interpretation if I would have access to SPSS to explain the results, however, in this dire situation I had to limit myself and use available personal resources at home. Due to short period of time report is not that much informative.
- BPL is playing a very important role in the Covid-19 Coronavirus situation in the health care service and most of the employees, clients/customers, their medical equipment suppliers and even my supervisor – everyone is working beyond their regular office hours, therefore, there were some limitations to explore my research even further.
- During my internship period I was involved in different activities (such as – collecting resumes and assisting in recruitment and selection process, paperwork/documentation and record-keeping, assisting visitors on their inquiries, etc.) at their Human Resource Department aside from training and development programs, as a result, it was difficult to concentrate solely on my research and report.

CHAPTER: 2
**OVERVIEW OF THE
ORGANIZATION**

Chapter 2: Overview of the Organization

2.1 Overview of the Organization

According to Beximco Pharmaceuticals Ltd. (BPL) profile information they are known as an emerging generic drug player in Bangladesh committed to providing access to affordable medicines both in our country and around the world. The company was founded in 1976 and started their business operations in 1980. BPL manufactures their products under the licenses of Bayer AG of Germany and Upjohn Inc. of USA. At present, BPL is accredited by the regulatory authorities of USA, Australia, European Union, Canada, and Brazil, among others. It has the state of the art manufacturing facilities to develop high quality products. Currently they are focusing on building presence in many growing and developed markets around the world. The company is consistently building upon its portfolio and currently producing over 500 products encompassing broad therapeutic categories. At present, the company has created strong product differentiation by offering a range of high-tech, specialized products which are difficult to replicate by their competitors. Today the company manufactures and markets its own branded generics for several diseases including AIDS, cancer, asthma, hypertension and diabetes for both national and international markets. Beximco was the first drug company from Bangladesh to sell its products in the US (Para 2, Beximco Pharmaceuticals Ltd.).

According to Beximco Pharma's website, their R&D carries out its research activity to transform BPL into a truly international reputed company in the global market. BPL has given top priority in building and strengthening capabilities to excel in formulating technologically complex products in order to create strong differentiation in the market place. They have developed a wide range of generic products which are difficult to replicate in specialty areas, for example, multi-layer tablet, sustained release formulation, dispersible tablet, CFC-free inhalers, prefilled syringes, lyophilized injectable, sterile ophthalmic, etc. They are accredited with US and European regulatory authorities while there is a growing demand of their products in the current regulated markets. Their R&D activities are closely focused on market needs and driven by technological progress. A new, state-of-the-art research lab is being set up to facilitate the development of innovative and difficult products with a focus to create unique market

opportunities (Para 8, Beximco Pharmaceuticals Ltd.). BPL's main manufacturing site is spread across a 22-acre area located near the capital city, Dhaka, which houses facilities for manufacturing tablets, capsules, intravenous fluids, liquids, creams, ointments, suppositories, metered dose inhalers, ophthalmic drops, large volume parenteral, sterile ophthalmic, prefilled syringes, lyophilized injectable, etc. According to their annual report published during (2018-2019), the company has been engaged in philanthropic activities for the last 12 years. They provided medical consultation and diagnostic support both for its employees and general people at a nominal cost. BPL also played a leading role in promoting sports and preserving cultural heritage through sponsorship in various events. CSR initiatives are an integral part of their strategic commitment. They are always guided by strong ethical values to operate responsibly within broader social and economic contexts. Responding to the evolving needs of the society, and making a meaningful impact on the quality of human lives are central to BPL's CSR philosophy. BPL always stands by the distressed and unprivileged people by donating a large amount of medicines for Rana Plaza victims to those affected by natural calamities; they work together with non-profit organizations who work to improve people's lives through research, information and advocacy (Page 7, BPL Annual Report 2018-2019).

2.2 Mission and Vision

Mission:

According to Beximco Pharmaceuticals Ltd., they are committed to enhancing human health and well-being by providing contemporary and affordable medicines, manufactured in full compliance with global quality standards. They continually strive to improve their core capabilities to address the unmet medical needs of the patients and to deliver outstanding results for our shareholders.

Vision:

According to Beximco Pharmaceuticals Ltd., they want to become one of the most trusted, admired and successful pharmaceutical companies in the region with a focus on strengthening research and development capabilities, creating partnerships and building presence across the globe.

2.3 Core Values

Their core values define who they are which guide them to take decisions and help to realize their individual and corporate aspirations.

Commitment to Quality:

They adopt industry best practices in all their operations to ensure highest quality standards of their products.

Customer Satisfaction:

They are committed to satisfying the needs of their customers, both internal and external.

People Focus:

They give high priority on building capabilities of their employees and empower them to realize their full potential.

Accountability:

They encourage transparency in everything they do and strictly adhere to the highest ethical standards. They are accountable for their own actions and responsible for sustaining corporate reputation.

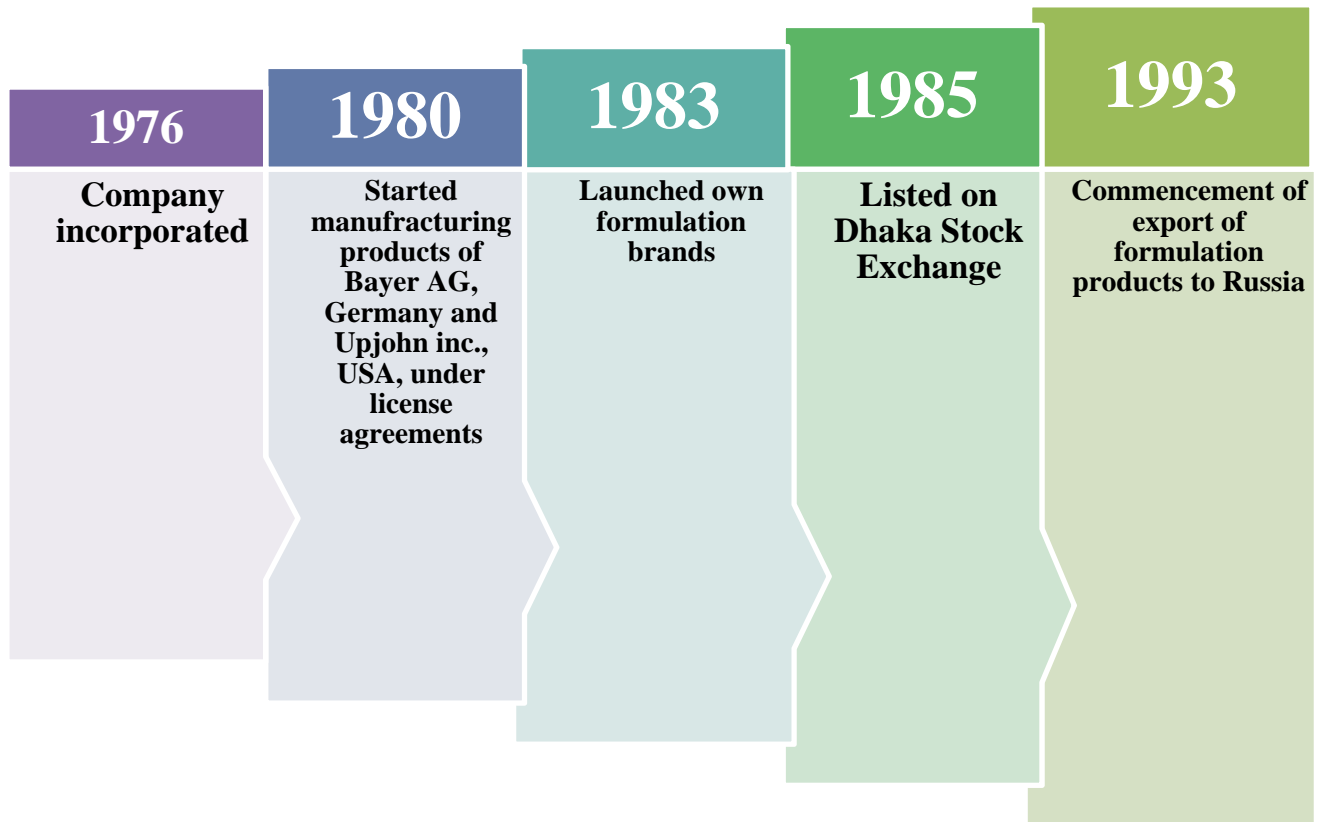
2.4 Corporate Social Responsibility

They actively take part in initiatives that benefit the society and contribute to the welfare of people. They take great care in managing their operations with high concern for safety and environment.

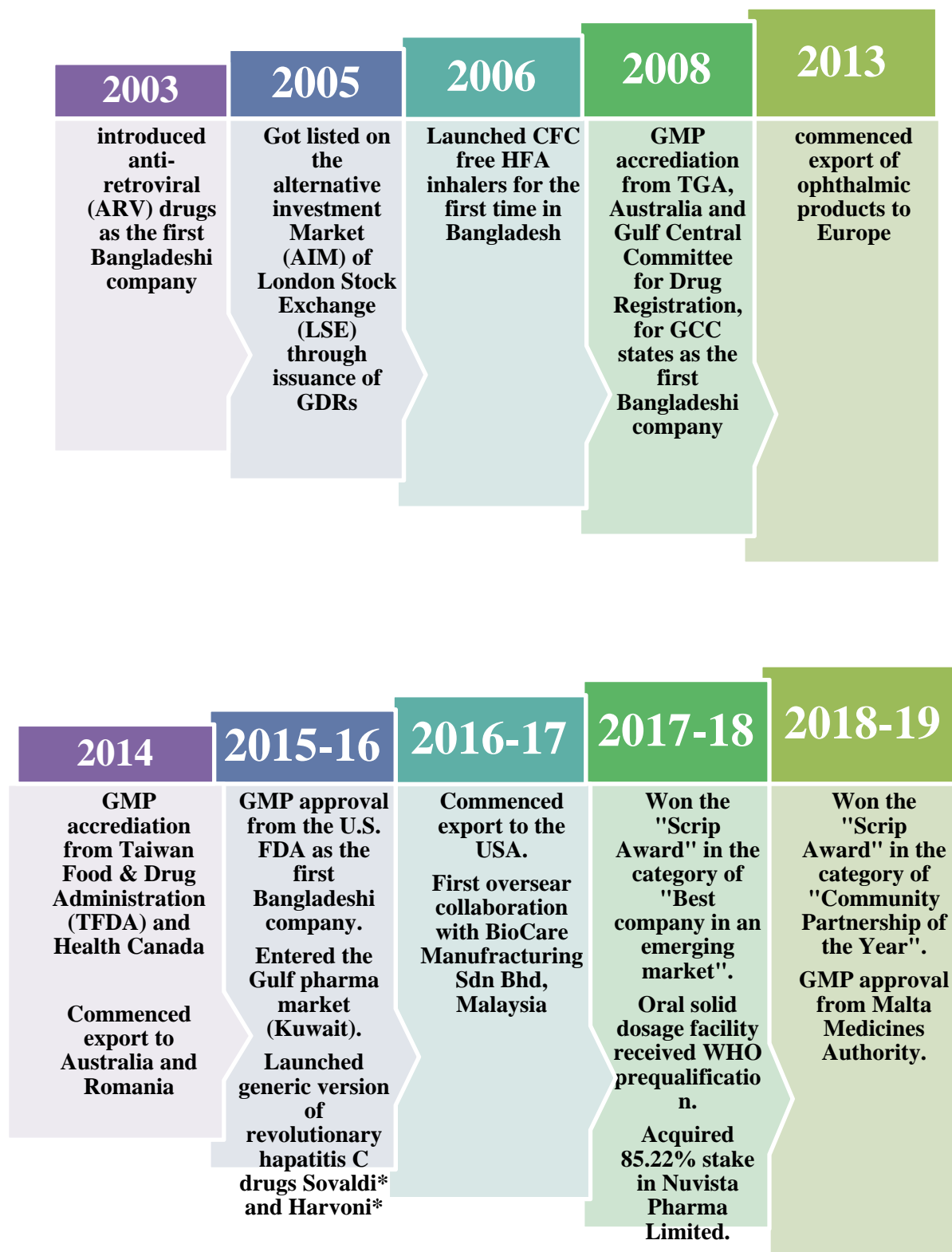
2.5 Timeline of BPL from 1976 to Present

According to Beximco Pharmaceuticals Ltd.'s annual report published in 2018-2019, the company has a great success to progress with their business operations in both domestically and

globally.



Source: BPL Annual Report 2018-2019 on timeline of BPL from 1976 to Present



Source: BPL Annual Report 2018-2019 on timeline of BPL from 1976 to Present

Figure: 1 - Timeline of BPL

2.6 Corporate History of BPL

As stated earlier from the company's website profile, BPL was founded in 1976 and started their operations in 1980, manufacturing products under the licenses of Bayer AG of Germany and Upjohn Inc. of United States. It has now grown to become a pharmaceutical company in Bangladesh, and it supplies more than 10% of country's total medicinal needs Today, BPL manufactures and markets its own branded generics for several diseases including AIDS, cancer, asthma, hypertension, and diabetes for both national and international markets. It was the first drug company from Bangladesh to sell its products in the US (Para 2, Beximco Pharmaceuticals Ltd.).

2.7 Factories

BPL's manufacturing facilities are spread across a 20-acre (81,000 m²) site located in Dhaka, Bangladesh. The facilities consist of a number of purpose-built plants, including a new Oral Solid Dosage (OSD) plant. The site includes manufacturing facilities as well as a research laboratory and a number of warehouses. The plant and machinery of the facilities were designed, produced and installed by partners from Germany, Switzerland, Sweden, Italy and the United Kingdom, amongst others (Para 3, Beximco Pharmaceuticals Ltd.).

2.8 Exports

On August, 2007, BPL exported its medicines to the Philippines, the 5th country of the 10-member Association of South East Asian Nations (ASEAN) to import BPL's drugs. BPL's Managing Director Nazmul Hassan said that exports to the Philippines include metered dose inhalers, and nasal sprays, and other medications. The Philippine pharmaceutical market (\$1.3 billion in 2007), is highly dependent on imported medicines (Para 4, Beximco Pharmaceuticals Ltd.)

2.9 Initiatives Taken by BPL during the Covid-19 Coronavirus Situation

Beximco Group donated personal protective equipment to healthcare professionals in Bangladesh during COVID-19 pandemic. According to BPL, they are the fast-growing manufacturer of generic pharmaceutical products and active pharmaceutical ingredients, in

collaboration with its parent company Beximco Group, announced the donation of personal protective equipment (PPE) to healthcare professionals across Bangladesh following the outbreak of the COVID-19 pandemic.



Figure: 2 - Donation of personal protective equipment

BPL has also created the Covid-19 awareness campaign (Image below):

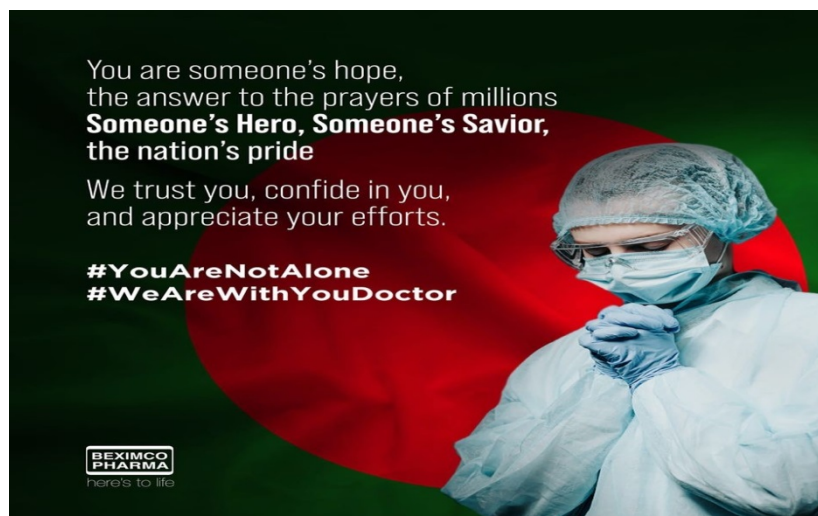


Figure: 3 - Covid-19 awareness campaign of BPL

2.10 Goals and Objectives of BPL

In BPL there are two types of objectives. First one is verifiable and second one is non-verifiable objective. BPL mostly followed verifiable objective. In this objective, all plans are specified by the management. BPL uses this objective because the concept is very clear about the decision to the employee so that they can prepare themselves to fulfill the objective. Their fundamental objective is to work together universally and to get the consideration of the worldwide market with a positive image of their image. The pinnacle of their need is to improve and deliver ongoing vital items and different items that meet the present needs of the clients. Another key objective of this organization is to keep up the parity of the profits of the investors and help them to have increasingly monetary advantages. BPL is a leading manufacturer and exporter of medicines in Bangladesh. Incorporated in the late 70s, BPL began as a distributor, importing products from global MNCs like Bayer, Germany and Upjohn, USA and selling them in the local market, which were later manufactured and distributed under licensing arrangement. Since then, the journey continued, and today, BPL is one of the largest exporters of medicines in Bangladesh, winning National Export Trophy (Gold) a record five times. The company continues to adhere to the global standards and its manufacturing facilities have been already certified by the regulatory authorities of USA, Europe, Australia, Canada, Latin America and South Africa. Over the last three decades BPL has grown from strength to strength but the simple principle on which it was founded remains the same: producing high quality generics and making them affordable. Ensuring access to quality medicines is the powerful aspiration that motivates more than 3,800 employees of the company, and each of them is guided by the same moral and social responsibilities the company values most. According to BPL, 'We always strive to provide better access to quality and affordable medicines because we know good health is priceless' (Para 2, Beximco Pharmaceuticals Ltd.).

2.11 Hierarchy of Objectives of BPL

According to BPL, they follow hierarchy of objectives to achieve their goals. I have included the details below:

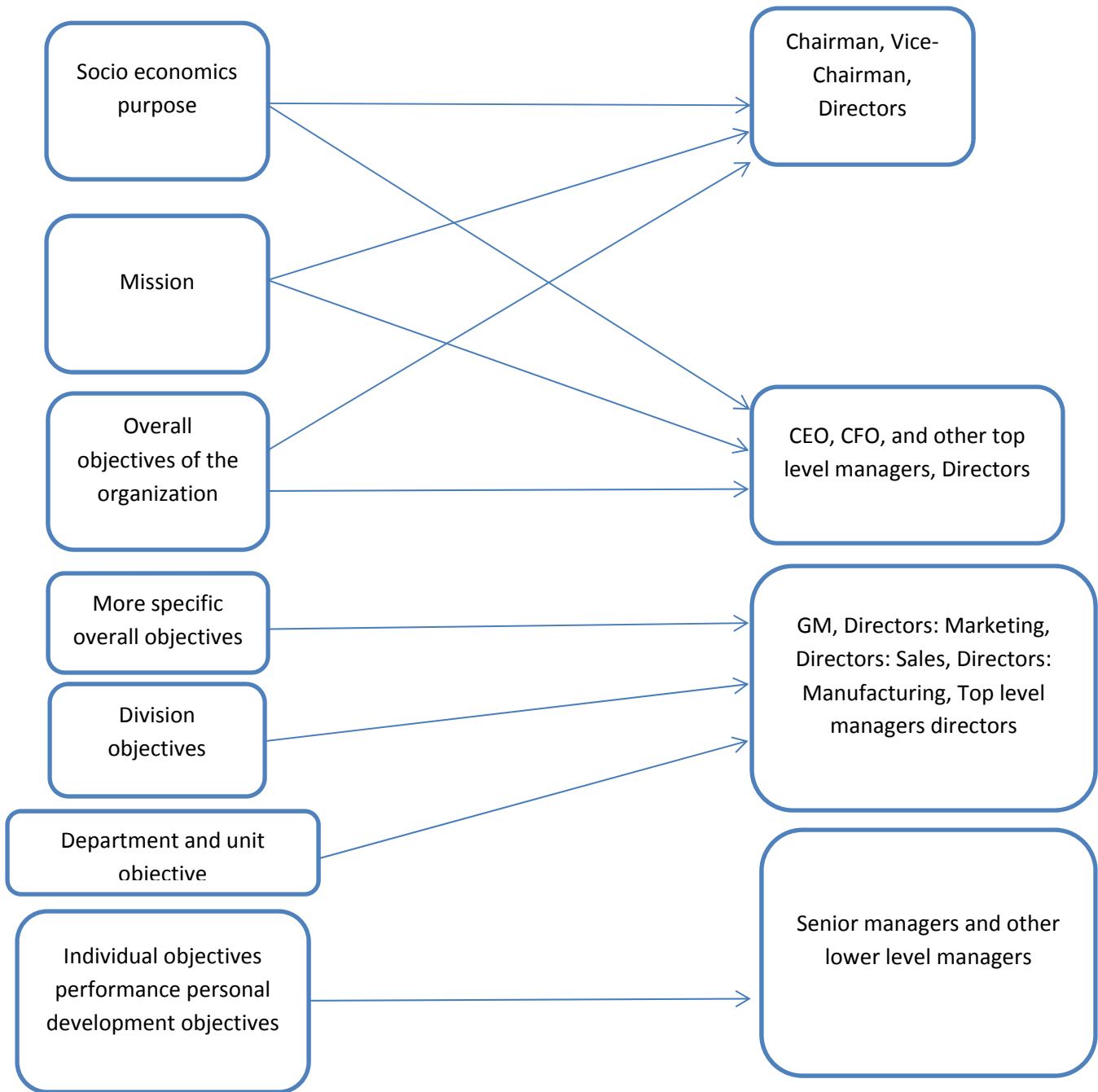


Figure: 4 - Hierarchy of objectives of BPL

2.12 Company Slogan

Beximco Pharmaceuticals Limited's slogan is - **“here's to life”**.

2.13 Logo

Beximco Pharmaceuticals Limited's logo with the slogan, according to their information.



Figure: 5 – BPL's Logo

2.14 Organizational Structure of BPL

BPL has the following organizational structure:

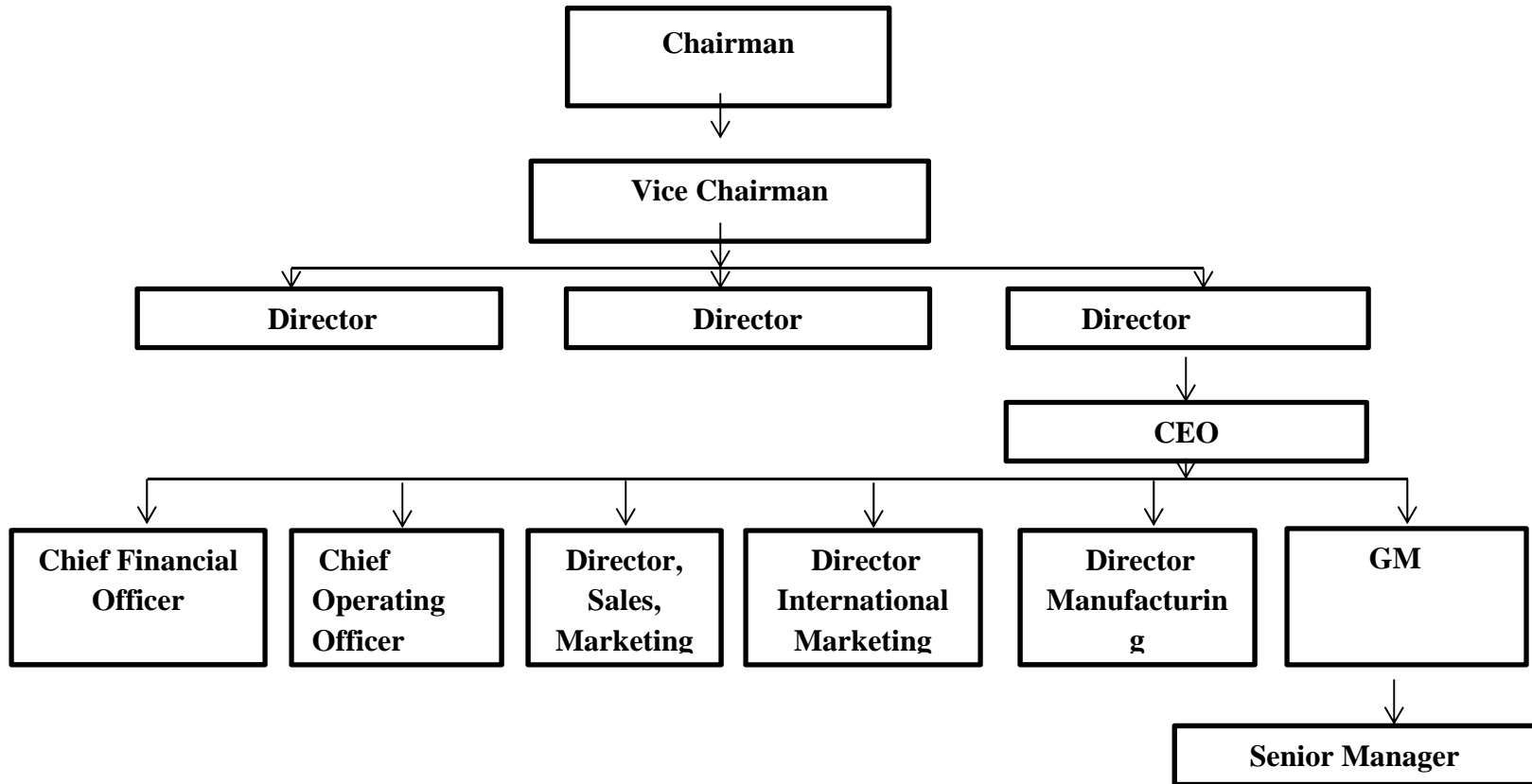


Figure: 6 - Organizational structure of BPL

2.15 SWOT Analysis of BPL

I have conducted the following SWOT analysis of BPL in details below:

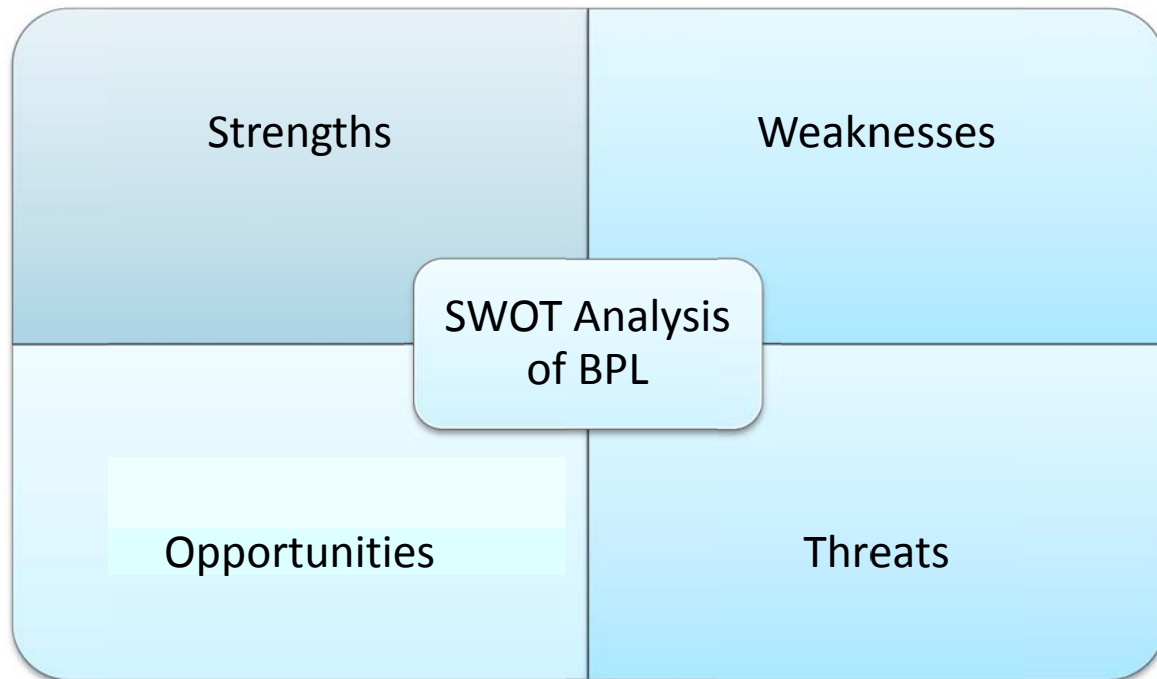


Figure: 7 - SWOT analysis of BPL

SWOT analysis is the basic tools for identifying the internal factors – strengths and weaknesses, and external factors - opportunities and threats that organization will face in future.

Strengths of BPL

- BPL has strong brand value and favorable corporate image.
- BPL already decentralized their decision making structure.
- BPL has large amount of loyal customers.
- BPL has strong financial position in the pharmaceuticals industry with a clear vision.
- BPL has sound productivity and expansion with good internal capital generation.

- BPL has strong and motivated employees.
- BPL has good marketing strategy.

Weaknesses of BPL

- BPL has large amount of overhead cost and low profit margin.
- BPL has lack of proper integration between functional units.
- BPL has recently identified sales drop in the depots.

Opportunities of BPL

- BPL is in an advantageous position compare to other competitors by following government regulations to manufacture medical products.
- BPL's market growth is faster than other pharmaceuticals company.
- BPL has best opportunity to enter into the biggest market (USA).
- BPL can gain huge market share by penetration of their diversified products.
- BPL has a scope in increasing trend in global business.
- BPL has sophisticated customer service schemes.

Threats of BPL

- BPL continuously faces enormous competition from their rivals, such as Square, Incepta, Reneta.
- BPL's market is highly regulated.
- BPL faces difficulties due to political unrest at national and global level.

CHAPTER: 3
RESEARCH PART

Chapter 3: Research Part

3.1 Introduction of the Research Topic

Training and development play an important role in the effectiveness of Beximco Pharmaceuticals Ltd. (BPL) and to the experience of their employees. Training has significant implications for their overall productivity, occupational health and safety concern and employee growth and development. Therefore, organizations employing people need to recognize the important of training and development programs for their employees. Most organizations are aware and frequently conduct training needs assessment to justify its importance and invest their resources in training and development programs which emphasize on the overall organizational needs, tasks related needs, and most importantly, on the individual needs. Although it may become a concern related to ‘dilemma’ in terms of return on investment, such as good return on investment in terms of long term benefits for the organization. Investment can take in the form of specialize training in specific area for the employees at BPL. Employees who participate in the training and development program may receive additional financial benefits. Investment in training and development programs should focus on maintaining space and handling equipment that includes operational personnel, employed in the organization’s main business functions, such as production, maintenance, sales, marketing and management support, and must also direct their attention and effort on a timely basis towards supporting training development and delivery. BPL should give less attention to activities that are more productive in terms of the organization’s main business. Training and development programs are considered as good management practice to maintain and retain expertise for the present and in the future needs.

Beximco Pharma always recognizes that people are the cornerstone of their success. Their dedicated and highly capable employees with their collective resolve to excel have always led them to achieve new milestones. According to the company profile, more than 4,500 people are working in Beximco Pharma. Its strong pool of talents includes professionals like pharmacists, chemists, doctors, microbiologists, engineers and business executives. They seek to provide a safe and secured workplace that inspires people to be the best they can be. Beximco Pharma believes on their ability to transform themselves is largely driven through empowering their

people and thus they strive to provide all their employees with an environment that instills pride, fosters growth and help to develop innovative and creative ideas. Beximco Pharma constantly seeks to retain their talented employees and attract the best talent in the job market to ensure their employees are enabled and inspired to grow professionally and professionally along with the company. Beximco Pharma regularly carries out wide range of training and professional development programs across different functions of the organizations. In the last financial year, they conducted more than 6,000 man-hours of training for their employees in addition to routine training on in-plant GMP (Good manufacturing practices) compliance and selling skills for their field colleagues. (Page 30, Annual Report 2018-19)

3.2 Rationale of the Study

This report is conducted to understand the training and development practices and approaches of Beximco Pharmaceuticals Ltd. Mainly the piece of the training procedure. We as a whole realize that there no option of reasonable information and learning and it is more useful and productive than hypothetical information. In spite of the fact that Beximco Pharma has other significant division, their Human Resource office is one of the most significant as like other organization. They have to give right training to the worker to satisfy the activity necessities and adapt up to the difficulties in accomplishing superior. In view of the training gave by the BPL worker will be assessed. BPL consistently center around their training procedure however as of late they improved a great deal on that procedure. That is the explanation; I have given emphasis on the training and development Process and its viability in the associations in my entry level position program as there already loads improvement if we observe appropriately.

3.3 Research Problem

How the delivery assistant's performance is being influenced by training and development in context of Beximco Pharmaceuticals Limited to gain higher customer satisfaction on their medical products and services?

3.3.1 Statement of the Problem:

Beximco Pharmaceuticals Limited (BPL) frequently needs to carry out more training programs for the delivery assistants to ensure quality services to their clients/customers who often purchase

medical products from the depots. Since the educational qualifications of the delivery assistants are H.S.C standard, it becomes quite difficult to provide them with higher level of training. Even the training is designed and conducted in 'Bengali' medium for better communication and learning. Most of the delivery assistants have poor attitudes and lack of customer care service experience. As a result, conflict arises while dealing with the buyers of medical products. Hence, buyers frequently return their products and the company has to face huge losses because of these conflicts between delivery agents and buyers. BPL has already identified this communication gap which has created a mental pressure/stress and job insecurity among the delivery agents who work in the depots. Meanwhile, sales were dropping and customers are returning their items. In general BPL should recommend training priorities for their delivery agents on product specific knowledge, effective communication skills, patience, efficiency (such as product stock, anticipating, buyers product specific questions, etc.) and most importantly, should pay attention to details for more effective trouble shooting and resolution on buyers' requirements. BPL should focus on delivery agents' empowerment and not on their limits. Instead of giving the delivery agents strict (dos' and don'ts) and rules, they should give them the product specific knowledge, authority, resources, tools delivery assistants need to take charge of the whole situation, to find the best possible answer to resolve issues and to make the buyers satisfied with their purchases. Therefore, under this circumstance, my research question is – "Does training and development programs at BPL influence the delivery assistant's performance at the depots to gain higher customer satisfaction on their medical products and services?"

3.4 Research Objectives

The research objective of the study is to examine the impact of training and development on delivery assistant's performance in the context of Beximco Pharmaceuticals Limited.

In addition, to measure the level of performance improvement due to training and development programs at Beximco Pharmaceuticals Limited whilst keeping the objective in view, I would expect that the training and development programs have a positive relationship with performance of the delivery assistants on the job and now they are able to gain higher customer satisfaction on their medical products and services.

Key emphasis would be given on the followings:

- To conduct customer satisfaction survey for collecting information to develop training proposal for BPL
- To measure performance appraisal and to identify the gaps for training recommendations and success for BPL
- To implement the training and development programs on improving clients/customers overall satisfaction for BPL
- To conduct the training needs assessment from delivery assistants' and customers' point of views at BPL to notice any significant changes. How it would benefit BPL, how it would improve tasks/activities and individual performance of their delivery assistants.
- To further analyze how the training programs would benefit BPL to improve their tasks/activities and individual performance of the delivery assistants to ensure clients/customers satisfaction (Effectiveness of the training program).

3.5 Literature Review

In Human Resource Management, workers' training and development is considered one of the major components focuses on the effective utilization of organization's human assets. There is a huge implication of training influence towards the overall success of the organization. At present, workers are considered as valuable human assets whose retention is vital for the betterment of the organization. The expansion of workers' involvement in order to achieve the objectives and goals of the organization is necessary for the effective performance and overall progress of the organization. Most of the top researchers have conducted their research emphasizing on its relevant importance in this matter. They have strong evidence to prove the importance of training and development for the advancement of the organization as well as workers' overall development in their successful career.

According to Guest (1997), training and development programs are one of the vital human resource management practices that effects the value of human competencies, such as, knowledge, skills, attitude and other relevant characteristics which further has a positive impact on their performance and contributes to the overall organizational success. Michel Armstrong (2001) also suggested that training is a systematic process to develop knowledge, skills and

attitudes required by an individual to perform any given task. Kinnie et al. (2003) further added the strong positive relationship among human resource management practices and its implication on organizational performance.

Workers are essential elements for the organization. Their performance has a meaningful impact on organizational success or failure. Organizations take initiatives to engage their workers on training and development programs and consider it as a valuable investment to develop their product specific knowledge, skills and to motivate them to perform their job functions. Workers' skill development, their learning, their work ethics and attitude towards their work, their performance, their motivation – all are vital and ultimately affect the organizational effectiveness. Therefore, an increased effectiveness of the worker's performance would result in an increased organizational effectiveness. It is important to consider systematic training program and its proper implementation on the organizational needs basis is crucial and has to be customized according to workers' deficiencies and their learning ability in certain aspects to improve their performance. Training objectives need to be clarified to make the training effective for the workers. Post training evaluation is necessary to measure the outcomes and to conduct cost benefit analysis. Kirkpatrick's (1994) four levels training evaluation model focusing on reaction, learning, behavior and results are designed as a sequence to conduct training evaluation and to measure training effectiveness. Adding further, a 'Return on Investment (ROI)' needs to be carefully analyzed to observe the overall impact on the organization and its impact on external clients/customers and on the society. In such process, cost-benefit analysis could be conducted and effectiveness of the training program could be measured. Furthermore, feedback given on timely basis is important on workers' performance to evaluate their ongoing performance or to take corrective action as per requirement. Organizations should conduct a proper training needs assessment, design their training programs according to the needs assessment and deliver the training to make it more effective for the workers' performance enhancement to achieve the desired outcomes. Therefore, the training program needs to be monitored and evaluated in order to review the training effectiveness and to ensure quality assurance. An evaluation could be conducted during the training and after the training to notice any change on workers' performance. Furthermore, by participating on the training programs would increase the workers motivation and organizations will end up with better results and they would be able to provide quality services to their clients/customers to gain their trust and satisfaction.

It is also important to note that training is an important component to develop competitive advantages over their rivals in the job market. As previous research indicated that for an organization to become successful on their training programs, a proper training procedure needs to be followed after a discussion with the top management to attain required research such as training needs assessment, training design and development, effective delivery of the training program and training evaluation to conduct cost benefit analysis on the return on investment for the organization. Aswathappa (2000) defined the term 'training' indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. 'Successful' candidates placed on the jobs need training to perform their duties effectively. At Beximco Pharmaceuticals Limited (BPL), they prefer to use the term 'learning' rather than 'training' to develop their workers' knowledge, skills, attitude and other job related characteristics. They prepare their workers who are newly recruited as well as experienced workers to meet the current as well as the changing requirements of the job and the organizational needs both in internal and external business environments. To prepare the workers for higher level task and to assist them to function more effectively in their present positions by exposing them to the latest concepts, information, techniques and developing the skills they require in their particular fields. BPL even sends their workers abroad to receive training on the most recent developments. The training and development programs help BPL to build up a second line of competent officers and prepare them to occupy more responsible positions. They have succession planning to create internal opportunities for their current workers as well for career advancement in the organization's hierarchy. BPL always ensures highest quality from their workers to provide products and services to their clients/customers to gain their trust and satisfaction.

In my last few words, after reviewing several literatures, I would strongly emphasize the needs for training and development programs for BPL as many researchers have suggested for organizational needs and workers' enhanced performance and career success. Organizations should have policies for the training and development programs for their workers and implement these programs which would definitely have a great influence on organization's profitability and success.

3.6 Methodology of the Research Design

Exploratory research design was applied to prepare this report which was based on observing the delivery agents of BPL at the depot assisting customers with BPL's medical products. I found it useful to collect background information and to clarify the terms of the research problem which needs to be solved. It is informal, interactive, unstructured and open-ended in nature which serves as a purpose for initial research that provides a theoretical idea for better understanding of the research problem. I found that there is a problem that is not clearly identified and in future such problem needs to be solved by using various methods such as online survey, secondary data observation, etc. However, the process may vary according to the findings of new data. I have also used qualitative method for collecting data and I created a survey form with questions that helped my research to be more informative and reliable. Meanwhile, I received assistance from my supervisor with adequate feedback at BPL. He managed the delivery assistants so that I would be able to collect accurate information to conduct the survey. For example, BPL is a very renowned company in the pharmaceutical industry. Their medical products are delivered as per order placed by the customer at the depot guided by the delivery assistants. Their business operation runs across the country and covers most of the cities in Bangladesh. Over the years, BPL successfully achieved a high sales growth rate; however, recently the sales started to decline. Due to lack of historical data, the Director of Sales was confused about the reasons for such decline in recent sales drop. Particularly, for this problem, I have conducted exploratory research to find out the reasons rather than assumptions – why, how, and what has occurred to the current sales of their medical products. I have spent reasonable time to collect all the relevant information to study this case in details. The main objective of this research was not to figure out a solution to the recently declining medical products sales issue. My goal is to identify the possible reasons, which may occur due to the poor quality of services performed by the delivery assistants, business rivalry among other pharmaceutical companies, communication gap, and such factors may affect recent sales drop. Once these potential causes are identified, the strength of each reason can be tested using causal research to better understand the cause and its effect in business operation.

3.7 Sample Area

In my survey, the sample area is not that much big as it only covers the delivery assistants at the depots and their clients/customers of Beximco Pharmaceuticals limited. In the first phase, a formal approval was obtained from my supervisor at Beximco Pharmaceuticals Limited. On the second phase, on-site visit took place to meet the delivery assistants, clients/customers and mid-level managers were informed and assisted me on the survey questionnaire. However, there were some respondents notably who were working on different depots preferred an online response of the questionnaire (via e-mail) due to COVID-19 Coronavirus situation.

3.8 Sample Size

To conduct the survey I had selected the delivery assistant and customers of depot at Beximco Pharmaceuticals Limited. After conducting the survey the output result was 70 therefore my respondents were 70. I requested them to fill up the forms. Due to time limitation and Covid-19 Coronavirus situation, it was not possible to collect larger sample size from the delivery assistants and clients/customers. As my research is based on the effectiveness of training and development process and how it would have a positive influence on the delivery assistants' performance to gain higher satisfaction on BPL's medical products and services.

CHAPTER: 4
DATA ANALYSIS AND
FINDINGS

Chapter 4: Data Analysis and Findings

4.1 Data Analysis and Findings

This data analysis part will emphasize on the data obtained from different respondents. I have thoroughly analyzed this part by using the google form to conduct a percentage analysis and to determine different customers' satisfaction level of BPL. The percentage scores reveal the current satisfaction levels of the customers due to the positive impact of training and development programs of the delivery assistants at the depot.

In the following section, the survey findings and analysis are described below by using pie charts and bar chart with detail graphical illustrations -

Participant's age:
70 responses

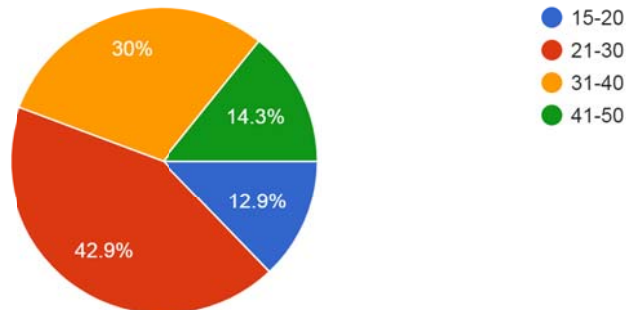


Figure: 8 – Participants' age

Analysis: On the very first question of the survey was participants' age. For this survey, the participants' were both customers of BPL and delivery assistants of BPL. From this question, it was found which part of the sample size in terms of age is satisfying the customers or not at BPL. From this first graphical chart, it was found that there were participants age 15-50 and participants in between of age group is following, 15-20 was 12.9%, 21-30 was 42.9%, 31-40 was 30% and 41-50 was 14.3%.

Findings: This gives an interpretation that the highest numbers of participant’s age group was in between 21-30, then second highest was in between 31-40. On the other hand, the lowest and second lowest number of participant’s age group was in between was 41-50 and 15-20. This pie chart basically illustrates the first question of the research survey.

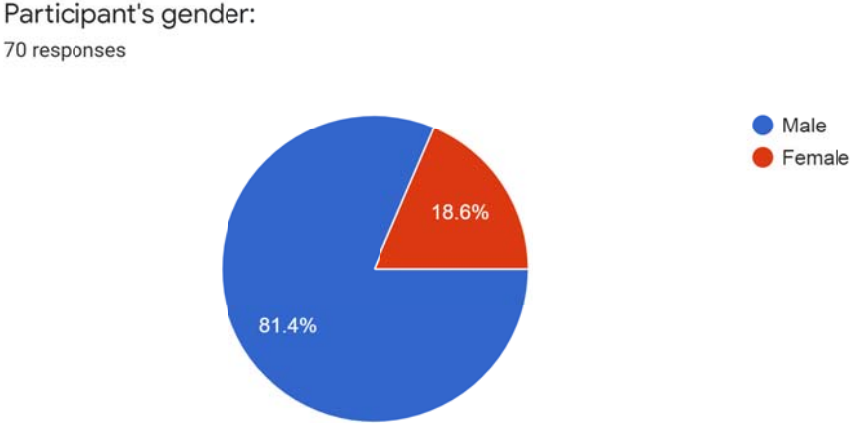


Figure: 9 – participants’ gender

Analysis: From this question it was found which part of the sample size in terms of gender is satisfying customers most due to the positive impact of the given training of delivery assistants at BPL. From this pie chart, it was found that there was 81.4% male and 18.6% female respondents.

Findings: From this analysis the interpretation is that the huge number of customers and delivery assistants of BPL is male whether females are the less. This part illustrates the respondent’s gender identity.

Education level:
70 responses

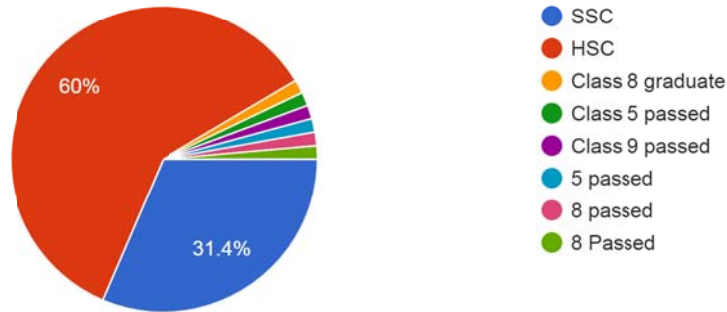


Figure: 10 – Participants' education level

Analysis: From this question it was found that the participants' educational level. So the analysis was about to identify the participants' educational level and the education level were the followings - SSC level was 60% and HSC level was 31.4%.

Findings: In this pie chart, the highest educational level of participants' was HSC passed. Based on this analysis, the interpretation will be most of the customers and delivery assistants at BPL were SSC passed and then few were HSC passed and very few were class 5-9 passed.

Household income (in Taka):
70 responses

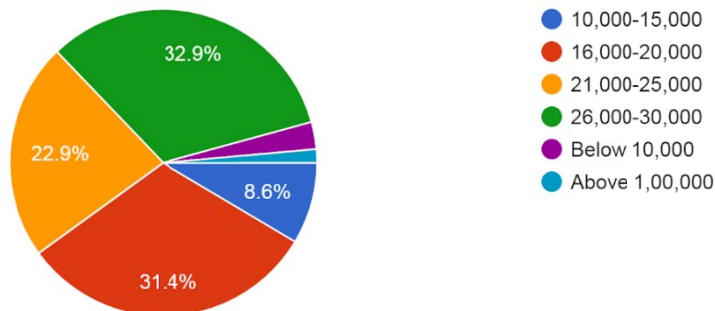


Figure: 11 – Household income

Analysis: On the fourth question, respondents were asked about their monthly household income. From the pie chart, their monthly household income was identified, very few percent of the respondents' income were below 10,000 Taka and above 1,00,000 Taka and 8.6% of the sample belongs to 10,000-15,000 Taka or less earning group, 22.9% belongs to range between 21,000-25,000 Taka, 31.4% belongs to range between 16,000-20,000 Taka and 32.9% belongs to 26,000-30,000 Taka.

Findings: In the above figure, we found 32.9% (26,000-30,000) Taka is the majority here which represents the highest earning group.

Beximco Pharmaceuticals Ltd. follows the Consumers' Right Protection Act 2009 in Bangladesh.
70 responses

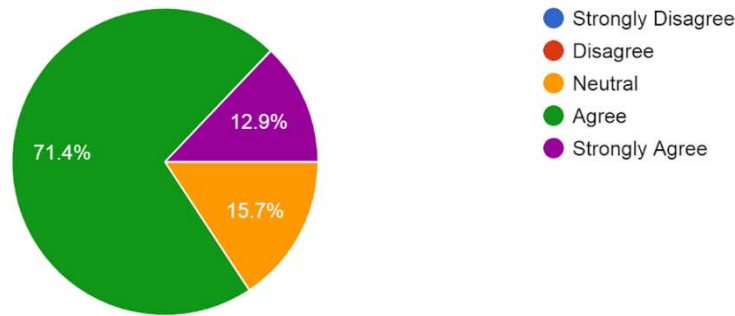


Figure: 12 – Participants' response

Analysis: After conducting the data analysis, we found out from the pie chart that 71.4% agreed that BPL follows Consumers' Right Protection Act 2009 in Bangladesh, 12.9% have strongly agreed and 15.7% of the participants were neutral. However, none have strongly disagreed or just disagreed.

Findings: In the above pie chart, we found that highest number of participants agreed that BPL follows the Customers' Right Protection Act 2009 strictly and some respondents were neutral regarding this matter but also some respondents had strongly agreed; so the findings suggests that BPL strongly follows the Consumers' Right Protection Act 2009.

How frequently do you purchase products from Beximco Pharmaceuticals Ltd.?

69 responses

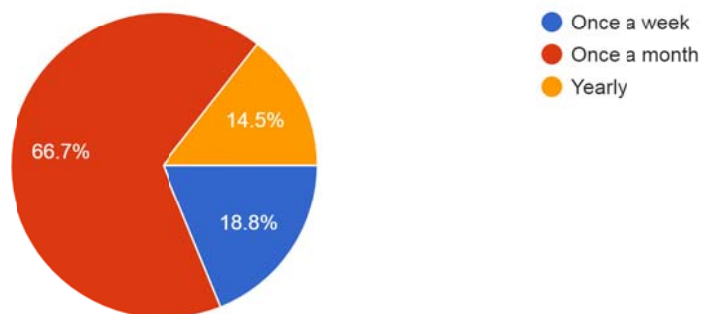


Figure: 13 – Purchase frequency

Analysis: In this survey question out of 70 participants 69 participants have responded. Only one respondent did not specify this question answer. Here we can see that majority of the participants (66.7%) prefer to purchase product once a month from BPL. Remaining 18.8% participants prefer to purchase product once a week and 14.5% of the participants prefer to purchase products once a year from BPL.

Findings: Findings will be the highest number of participants prefer to purchase product from BPL once a month and less prefer to purchase products from BPL once a week or yearly.

Service package is worth the money.

70 responses

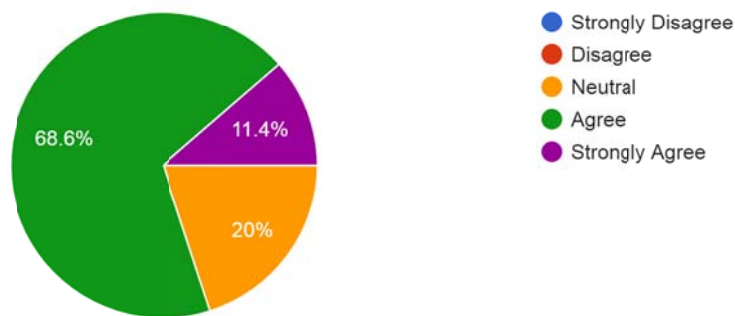


Figure: 14 – Service package worthiness

Analysis: In the above pie chart 68.6% of the participants have agreed that service package is worth the money, remaining 11.4% of the participants have strongly agreed and 20% of the participants were neutral, 0% of the participants have neither disagreed nor strongly disagreed.

Findings: Therefore, it could be concluded that highest number of participants has agreed and remaining strongly agreed and left over were neutral that BPL’s service package is worth the money and none of the participants have any negative impression on the service package offered by BPL.

Beximco Pharmaceuticals Ltd. maintains price fairness (Or product quality and brand value of Beximco Pharmaceuticals Ltd. is worth the money).

70 responses

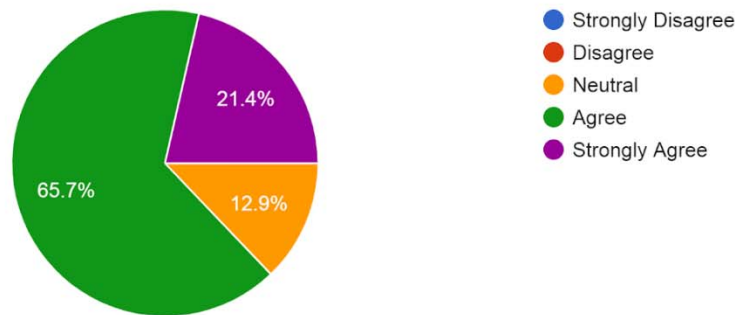


Figure: 15 – Price fairness

Analysis: In the above pie chart, 65.7% of the participants have agreed that BPL maintains price fairness, remaining 21.4% of the participants have strongly agreed and 12.9% of the participants were neutral, 0% of the participants have neither disagreed nor strongly disagreed.

Findings: It could be concluded that BPL maintains price fairness in terms of product quality and brand value is worth the money. From the pie chart, we found that highest number of participants has agreed and remaining participants strongly agreed and left of them were neutral that BPL’s service package is worth the money and none of the participants have any negative impression on products quality and brand value of BPL’s product.

Behavior of delivery assistant in Beximco Pharmaceuticals Ltd. is highly professional.

70 responses

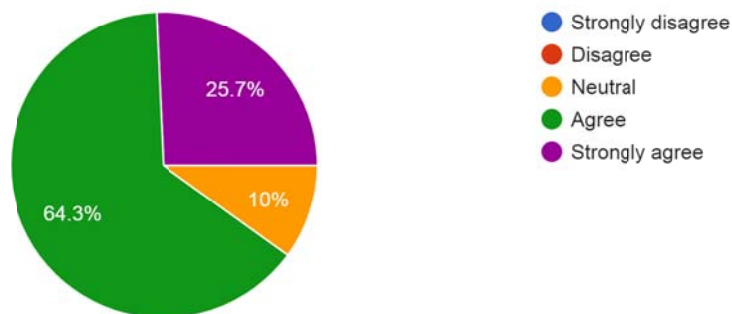


Figure: 16 – Response to behavior analysis

Analysis: In the above pie chart, 64.3% of the participants have agreed that behavior of delivery assistants in BPL is highly professional. It has significantly improved after delivery assistants received training. Among the participants (25.7%) have strongly agreed, 10% remained neutral on their responses and neither participants have disagreed nor strongly disagreed.

Findings: Therefore, we can conclude that training program has a major impact on delivery assistants performance hence there were highest number of respondents have agreed and strongly agreed on providing service.

Training process is well designed to measure the customers' needs and to meet their satisfaction levels.

70 responses

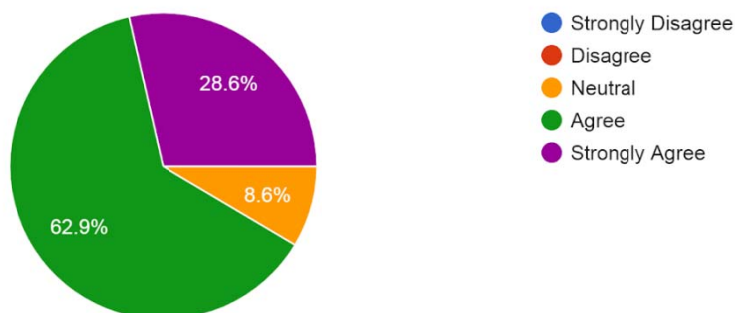


Figure: 17 – Response to training effectiveness

Analysis: In the above pie chart, 62.9% of the participants have agreed that customer satisfaction level was met and their needs were fulfilled as a result of training, 28.6% of the participants have strongly agreed and only 8.6% were neutral.

Findings: Therefore, from the data analysis we found that highest numbers of participants have agreed and some strongly agreed that the training process is well designed to measure the customer's needs and to meet their satisfaction. Hence there were no negative comments regarding this question response.

Product specific knowledge is more important to address customer's inquiries.
70 responses

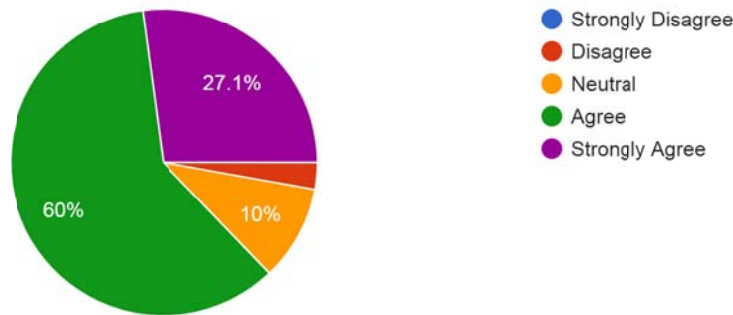


Figure: 18 – Response to product specific knowledge

Analysis: In the above pie chart, 60% of the participants have agreed that product specific knowledge is vital to address customer's any specific inquiries, 27.1% of the participants have strongly agreed and 10% of the participants were neutral. However, 2.9% of the participants have disagreed and none of the participants have strongly disagreed.

Findings: Therefore, we can conclude that majority of the participant have agreed that delivery assistants product specific knowledge is important to address customer's any inquiries, even though, very few participants have thought that product specific knowledge is not that much important to address customer's inquiries.

Customer is satisfied with the current product return policy and services offered at BPL.

70 responses

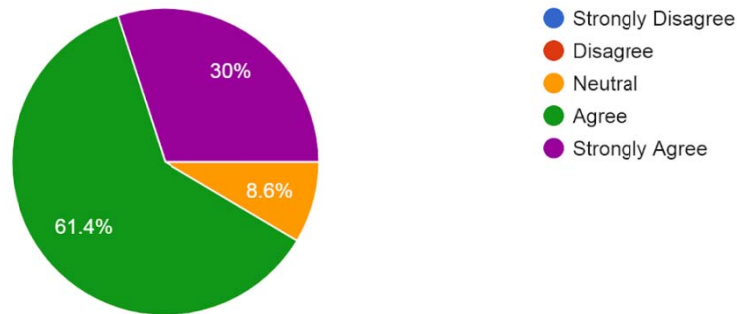


Figure: 19 – Response to customers' satisfaction

Analysis: In the above pie chart, 61.4% of the participants have agreed that BPL has a fair product return policy and service for the customers, 30% of the participants have strongly agreed, 8.6% of the participants were neutral and 0% of the participants have neither disagreed nor strongly disagreed.

Findings: Therefore, it could be concluded that the highest number of participants have agreed and some have strongly agreed that customers are satisfied with BPL's current product return policy and service and none have disagreed in this matter.

Beximco Pharmaceuticals Ltd. provides reliable products.

70 responses

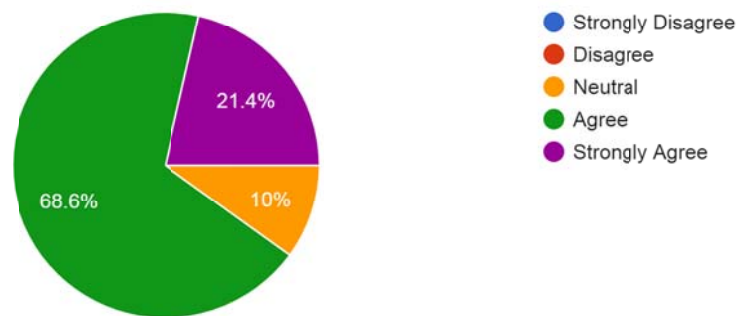


Figure: 20 – Product reliability

Analysis: In the above pie chart, we found that 68.6% of the participants have agreed that BPL provides reliable products, 21.4% of the participants have strongly agreed and 10% of the participants were neutral and 0% neither disagreed nor disagreed in this survey question.

Findings: Therefore, it could be concluded that the 68.6% which is highest number of participants agreed that and some have strongly agreed that BPL provides reliable products and none of the participants have disagreed in this matter.

Beximco Pharmaceuticals Ltd. provides unique and attractive promotional offer on their products.
70 responses

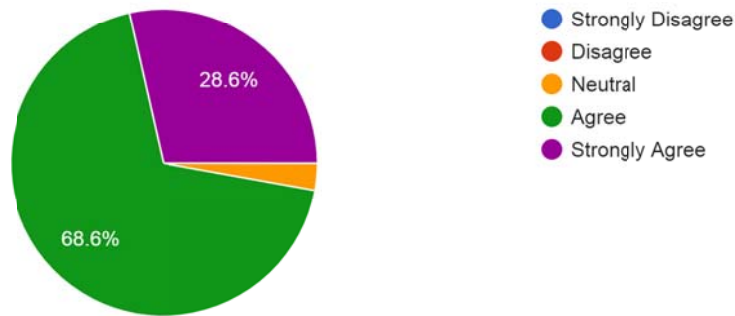


Figure: 21 – Response to product promotion

Analysis: In the above pie chart, 68.6% of the participants have agreed that BPL provides unique and attractive promotional offer on their products to their customers, 28.6% of the participants have strongly agreed and 2.8% of the participants were neutral. None of the participants have disagreed or strongly disagreed.

Findings: It is clearly evident that BPL provides unique and attractive promotional offer on their products to their customers as highest number of participants have agreed and none of the participants have disagreed on this matter.

I mostly prefer service from Beximco Pharmaceuticals Ltd. compare to other pharmaceuticals companies in the market; such as - Square, Eskayef, Incepta, Reneta, Opsonin, Popular, Aristo):
70 responses

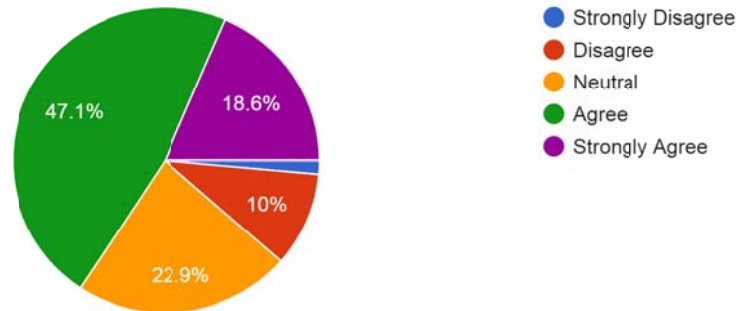


Figure: 22 – Response to product purchasing preferences

Analysis: In the above pie chart, 47.1% of the participants have agreed that they prefer to receive services from BPL rather than from other pharmaceuticals company in the market place. It is important to note here 22.9% of the participants have acted neutral whereas 18.6% of the participants have strongly agreed and preferred to receive services from BPL. On the contrary, 10% and 1.4% of the participants have disagreed and strongly disagreed on this survey question response.

Findings: It could be concluded that majority of the participants have preferred services from BPL and some of them prefer not to disclose their preferences and less than 12% of the participants have disagreed and strongly disagreed who prefer other pharmaceuticals company.

Services provided by the delivery assistants of Beximco Pharmaceuticals Ltd. improved the means of communication after receiving training.

70 responses

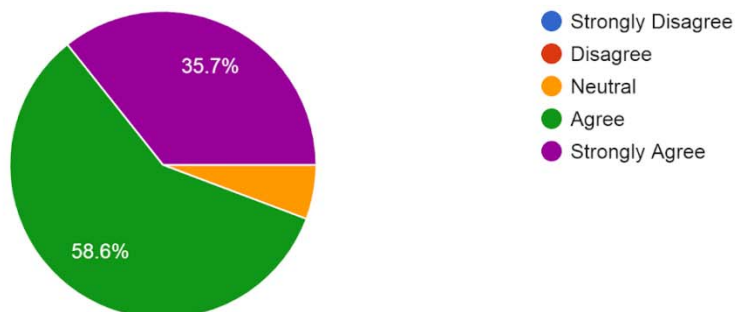


Figure: 23 – Response to service provided by the delivery assistants

Analysis: In the above pie chart, most of the participants (58.6%) have agreed and 35.7% of the participants have strongly agreed that services provided by the delivery assistants of BPL have significantly improved due to the positive impact of training. Only 5.7% of the participants were neutral and none have disagreed or strongly disagreed in this survey question.

Findings: Therefore, it could be concluded that majority of the participants have agreed (58.6%) and strongly agreed (35.7%) that training was effective to improve the delivery assistant's performance to provide quality services to the customers.

Customers' purchasing pattern shifted towards Beximco Pharmaceuticals Ltd. from its competitors because of the product offerings/promotional packages.

70 responses

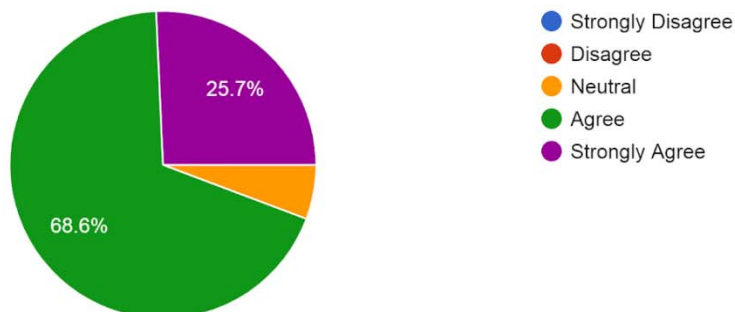


Figure: 24 – Customers' purchasing pattern

Analysis: In the above pie chart, 68.6% of the participants have agreed and 25.7% of the participants have strongly agreed that due to BPL's product offerings/promotional packages, customers purchasing pattern shifted towards BPL from its rivals in the market place. Very few participants (5.7%) were neutral and none have disagreed or strongly disagreed in this survey question response.

Findings: Therefore, it could be concluded that majority of the participants have agreed (68.6%) and strongly agreed (25.7%) that BPL's marketing strategy (Product offerings/promotional packages) have convinced customers purchasing pattern towards BPL over its competitors.

Do you think there is a room for improvement in the training process at Beximco Pharmaceuticals Ltd? If 'Yes'; please briefly explain below:

70 responses

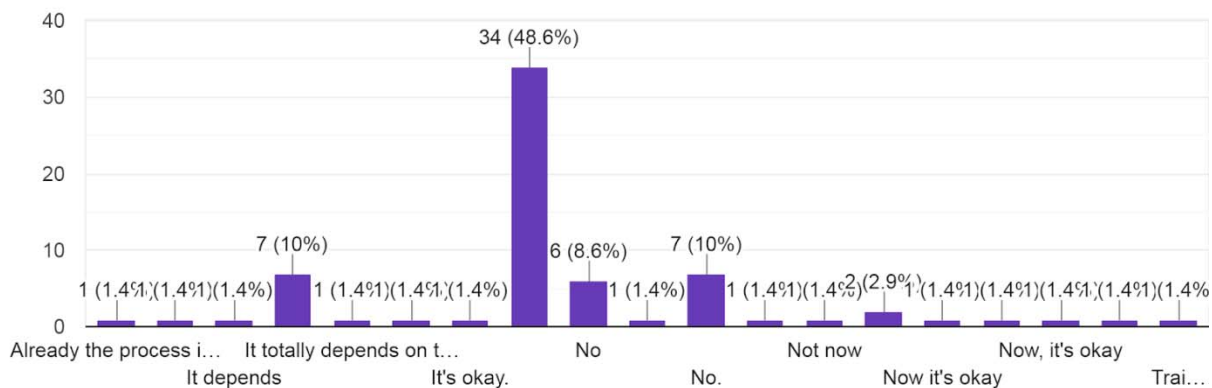


Figure: 25 – Response to areas of improvement

Analysis: In the above bar chart, highest number of respondents replied 'no' which means improvement/change is not that much required on BPL's current training program. Very few have suggested improvements could be made on training categories and case by case scenario depending on customers' requirements.

Findings: Since, the majority of the participants were satisfied on BPL's current training program therefore no improvement/change is required on BPL's training and development program. However, based on some suggestions/opinions BPL may have to customize their training program based on categories and customers' requirements in the future.

CHAPTER: 5

TRAINING AND DEVELOPMENT PRACTICES AT BEXIMCO PHARMACEUTICALS LIMITED

Chapter 5: Training and Development Practices at Beximco Pharmaceuticals Limited

5.1. Definition of Training and Development

Training is such experience that acquires changes strategies and skills of the representatives to expand their capacity and perform better. It can improve the perspectives, values, skills, current information about the activity, etc. relying upon the training type.

On the other hand, **Development** is any endeavor to improve present or future administration execution by granting information, evolving mentalities, or expanding aptitudes. Any exertion toward creating workers must start by taking a gander at the association's targets. The targets reveal to us where were proceedings to give a system from which our administrative needs can be resolved.

5.2 Training and Development Practices at BPL

BPL aims to improve an individual's learning capacity to perform tasks, duties and responsibilities. To make training a success, a coach should deal with the accompanying focuses:

- Do learning meaningful
- Do skills transfer easy
- Inspire the learner

The training program is selected on monitoring the performance; the actual performance is not reaching the expected performance. Moreover, it was observed that it was happening due to the communication and convincing barrier. Thus, through the training the trainees will meet the expected performance. The added benefits would be:

- Learn to communicate with the customers/clients regarding product offering, promotions, developing interpersonal relations, sales and customer service.

- Learn the art of convincing customers/clients.
- Learn to understand the customer mind set.

The training program will be of 2 days. On the first day, icebreaking session, demonstrations, topics will cover customer/client management procedures and trainees will be provided with learning materials and guidelines. On the second day, they will be given role-play tasks, group activities and some important feedbacks would be given in each session. The training will be provided during weekend, so that they can calmly attend it in fresh mind without interrupting their job activities. The training will be for 4 hours each day where participants will be provided with refreshments to keep them engaged in the training session. It is designed in a way so that actual performance can meet expected performance.

5.3 Training and Development practices at BPL based on Gagne's Model

The model is an instructional structure which is a guide for planning BPL's preparation occasions to accomplish the learning results that coach wants to create. It consists of 9 series of instruction. Those are described in details below:

5.3.1 Gaining attention: The plan is to gain attention through some ice-breaking session at the beginning of BPL's training session. They followed the semi-circle format of the sitting arrangement, so that they can create a bond among themselves, which will make the training system more comfortable for them to learn and to become more interactive during the session. The trainer plan to gain attention through videos that will encourage them to learn by showing and explaining how verbal and nonverbal communication is an art to know and to convince customers.

5.3.2 Informing the learners of the objectives: Moreover, after gaining attention, the next step is to let trainees know about the planning of the training. Here, the planning list of the training is to learn:

- Art of convincing customers
- How to talk in a convincing manner
- How to understand the customer's mindset

- Ways to communicate

The process in which they will learn is through clear demonstration by a senior and experienced sales representative, who will guide them through the videos how to represent, communicate and convince which will eventually give a clear idea of how to convince customers. Moreover, there will be role play sessions which will give trainees the opportunity of role play of what they have learned which will also give trainer an overview of how much the trainees have been able to absorb through the training session.

5.3.3 Stimulating recall of prior knowledge: Here, BPL basically will give the groups made through the sitting arrangement a chance to communicate among themselves if they have any prior experience over their learning. This event of the model will specifically give opportunity of sharing any previous experience or knowledge employees have regarding this type of training. The idea is simple if trainees have a previous knowledge the learning will be faster and better.

5.3.4 Presenting information: The trainer here will present during the whole training program, while sharing their own experience and how they would express concern about the obstacles. The trainer will show ideas and relate it with personal experiences. First, they will learn on how to communicate well. Then work on two way communication skills and figure out what the obstacles are while performing specific act to provide solution to specific issue. The trainer will also discuss on the importance of nonverbal communication skills and body language to show different expression.

5.3.5 Providing guidance: There are few things that will be learned from the training that can sort out in short with some key-words and sentences. They will be handed over with those, so that they can always have a look at it and get used to with the knowledge they will acquire from the training. In this step trainees will learn is through case studies, storytelling, etc. by a senior and experienced sales representative, who will control them through the given guideline how to speak to, impart and persuade which will in the end give a reasonable thought of how to persuade customers and increase business deals and success.

5.3.6 Eliciting performance: Here, each group will role play on convincing the customers. Where they will play the role of different type of customers so that they can bring out the barrier they face from the customers, and will play role of representative and will convince them. Also they will be presented with the in basket technique, where each group will be provided with a packet of information and they will perform based on that given information accordingly. And here the trainer (who is expert in the field) will provide the opinion on what should be the sequence.

5.3.7 Providing feedback: While watching every learners playing out the technique, individual and prompt input and direction can be given and any inquiries can be replied. Also, input from different learners who are watching the exhibition is very helpful. In this procedure, each team member's presentation will be evaluated. Then the points where the things need more effort should be sorted out for further review. Then it will be presented all together so that no one feels embarrassed or targeted in this process.

5.3.8 Assessing performance: Performance tests are directed to mirror that they have taken in the material or skills successfully. Trainees should finish this test independently, without accepting any sort of help. For example here they will be provided with some hand note with some questions to test how they have improved their knowledge. In this process there will be some basic questions and some sort of short cases to solve. Through this testing process, performance evaluation will be conducted.

5.3.9 Improving the retention: Team members will display that they have retained information by transferring their new knowledge and skills to different situations that differs from the ones beyond their comfort zones. Application of the newly acquired skills and implementing those skills on a regular basis is the best way to ensure that people retain information and use it effectively. This would happen when the team has enough opportunity to use their learning on a regular basis. For this, our company sales will be monitored to see if the training has influenced them positively .there will be given a diary where they will be log down their sales and the end of the month, their performance improvement will be noted.

5.4 HRM Process at BPL

As training and development program of BPL is carried out by the HRD department. HR department at BPL is following the given process to maintain their human resources in order to do all its activities. The process is given below,

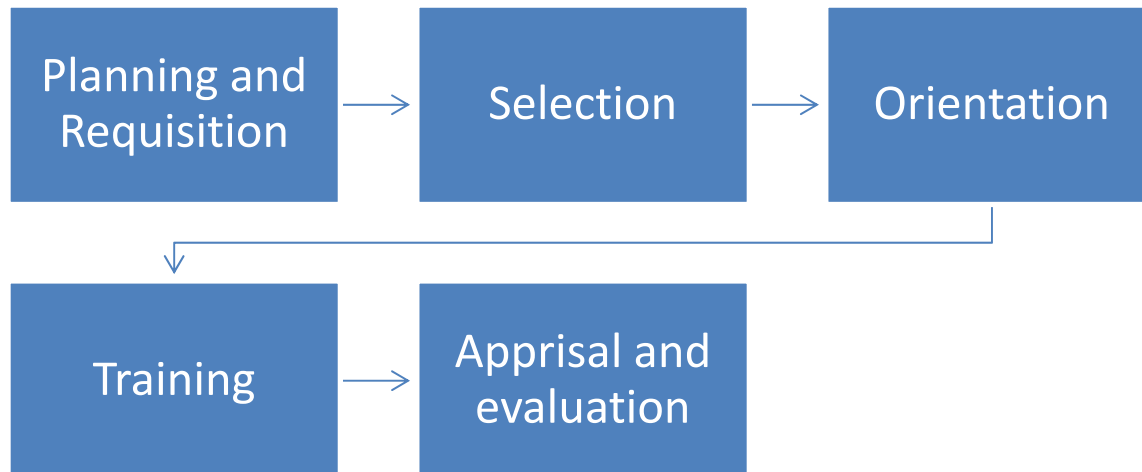


Figure: 26 - HRM Process of BPL

5.5 Basic Training Process at BPL

To give training based on any specific corner of BPL the employees, BPL firstly finds out the training needs. It consists of two processes:

- i. Identify the specific/ category in which training is needed
- ii. Identify the person who really needs training

The training program in BPL is done in yearly premise just as subsequent to recruiting new workers. To lead the training program they made a rundown of capacities, for example, when it will be held, who will direct the program, what number of educators will be there, will they be recruited from outside or inside the organization, what number of representatives will sit for

every opening, what would be the duration of the training program, would all the workers be send in to another country for the preparation or they ought to get the residential preparing, preparing spending plan, accessibility of training helps, utilization of those guides, etc. BPL's training program is designed mainly in two types, such as:

I. Functional training: This is a division wise training program. That implies workers from every office like HR office, Marketing office, R&D, Production division are given preparing on explicit requirements as indicated by their departmental activity after the need recognizable proof.

II. Behavioral training: These are delicate ability training, for example, relational abilities, decorum's, social standards, outrage the executives, etc. This sort of preparing is for each worker of dislike office shrewd.

Again these two types of training are given in two ways:

a. On-the-job training: In BPL representatives are allocated with assignments, work revolution and even follow up to the bosses while having hands on training. This isn't just for the new enrollment specialists yet additionally for the current representatives. Along these lines they are learning and consistently encountering new articles identified with their doled out employments while playing out their ordinary everyday duties in their activity place. For example, chipping away at a particular venture and make a report on this, utilization of machines, wellbeing issues, report composing, etc. In different manners it expands the information on the workers without having any extra expense and time.

b. Off-the-job training: BPL arranges training outside the association when fundamental, which is considered as the off-the-work training. They dole out experienced mentor to prepare their workers. Once in a while the representatives are sent outside the nation such bas in Singapore or Netherlands to go to the preparation programs.

Subsequent to encountering the training programs the exhibitions are assessed by the coaches. Representatives conduct, interest, ability to the new program, assurance, score of exercises, nearness in the courses, workshops, mentalities everything is gauges and appraised by the mentors, bosses, peers and the administrators and the criticism is given.

5.6 Effectiveness of Training and Development Program of BPL

BPL looks for skilled and qualified delivery assistants who can support the company in current and future needs in a required way. BPL wants to maintain both short term and long term relationship with their delivery assistants and retain them accordingly. To make sure that they get the best delivery assistants possible with up-to-date skills, they go through a process that help them to find out the best employees who will help them in present and future needs. BPL conducts Training Needs Analysis (TNA) to figure out what made representative execution be not exactly expected or required according to their standards. in order to for the delivery assistants to provide best quality products and services for their customers/clients, BPL firstly identifies the lacking for poor performance afterward justifies the top administration the requirement for training. During the training needs analysis phase, BPL can pinpoint the cause of poor performance by discussing with the delivery assistants and the customers to determine the insufficient skill gaps of their knowledge, skill, attitude and other relevant job related characteristics (i.e. – communication skills, interpersonal skills), therefore it could be identified as an internal or external business environmental or personality related case and how training their own delivery assistants would help them to achieve the organizational, tasks and individual effectiveness to provide their customers the best business experience. Meanwhile, BPL also conducts research on their business competitors; such as – Square Pharma, Incepta Pharma, Reneta Ltd. just to name a few, what business strategy they are following for their training and delivery assistants development programs to develop their customer satisfaction. It is likewise essential to take note of that BPL just chooses those delivery assistants who gravely require training and should introduce at the training program, as a result of TNA (training needs analysis) rather the manager sending everybody to the training program. It guarantees that training is given on KSAO's which are really missing (and not unessential KSAO's). In some cases, managers also refer some delivery assistants to attend the training programs due to their lacking of specific skills. All of this has the specific plan of achieving BPL's both short term and long term goals.

5.7 The Training Needs Assessment Model for BPL

My experience as an intern, I have noticed BPL conducts Training Needs Assessments based on the followings questions:

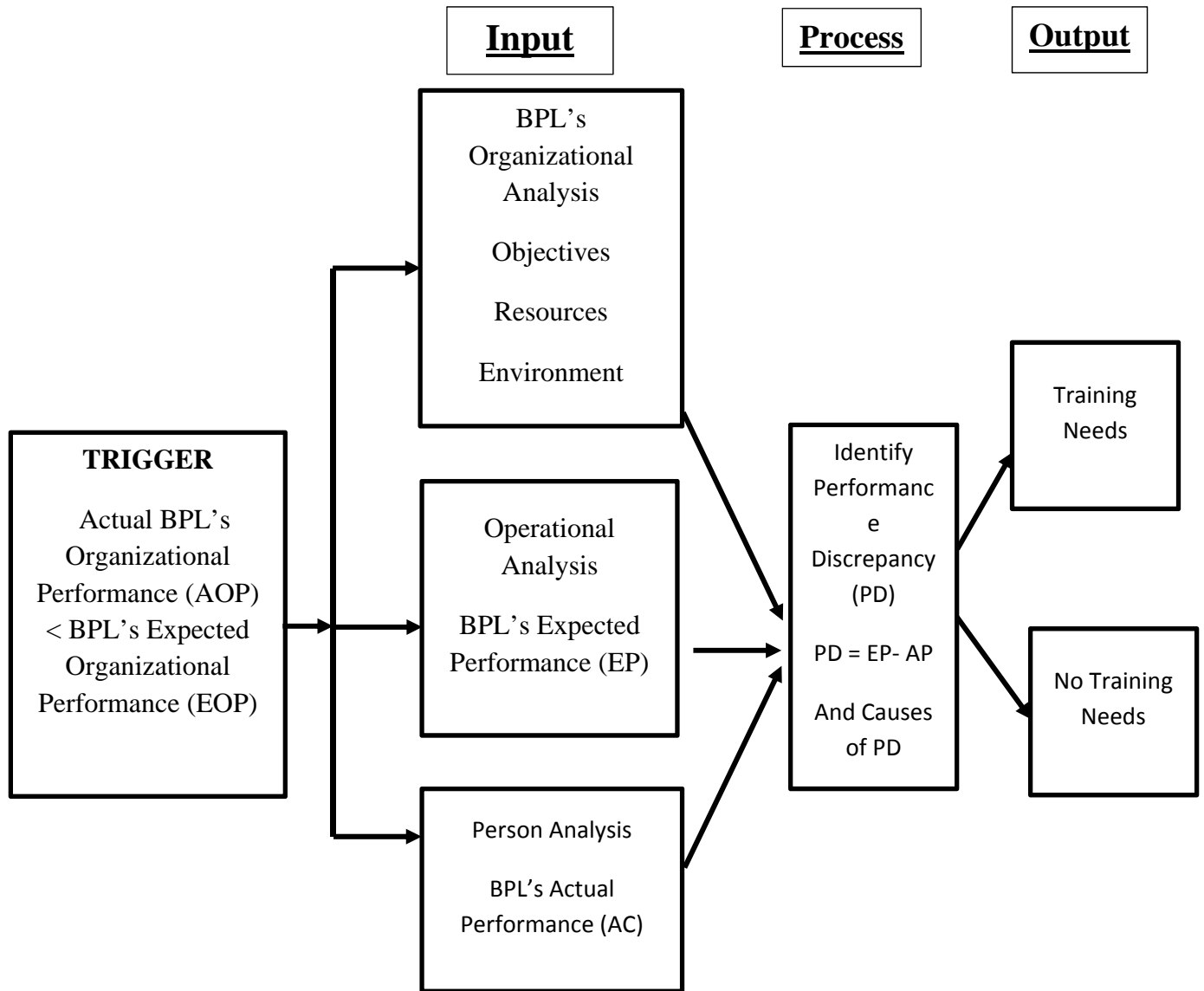


Figure: 27 - The Training Needs Assessment Model for BPL

5.7.1 BPL's Organizational Level Needs:

- How does the training identify with BPL's goals?
- How does the training affect BPL's everyday working environment elements?
- What are the expenses and expected advantages of the training for BPL?

5.7.2 BPL's Task Level Needs:

- What responsibilities for the delivery assistant are given for the job?
- What skills as well as knowledge are required for effective execution concerning handle better client assistance and experience?
- What are the reasons of blunders?
- How can the activity provide delivery assistant with direct criticism?
- How like or not quite the same as the training needs of different jobs are the necessities of this activity for the delivery agents since BPL hires from various backgrounds?

5.7.3 Individual Level (Delivery Assistant):

- What KSAO's to the training participant's already have?
- What are the participants' (delivery assistants) learning style?
- What special needs do the participants' (delivery assistants) have?
- The above assessment is much needed and considered very important to increase BPL's effectiveness of the training process.

As the training needs assessment process of BPL is mentioned and defined above.

[It is important to note here on the effectiveness of training implementation stage. The effectiveness of this process reveals after the process gets over and the selected trainees' start to resume work for BPL. If the process works well, the effectiveness will be good; however, if the process does not work that good, the selected trainees' may not perform up to the BPL's standards and failed to meet customer's expectations.]

5.8 Model of Process during Performance Discrepancy

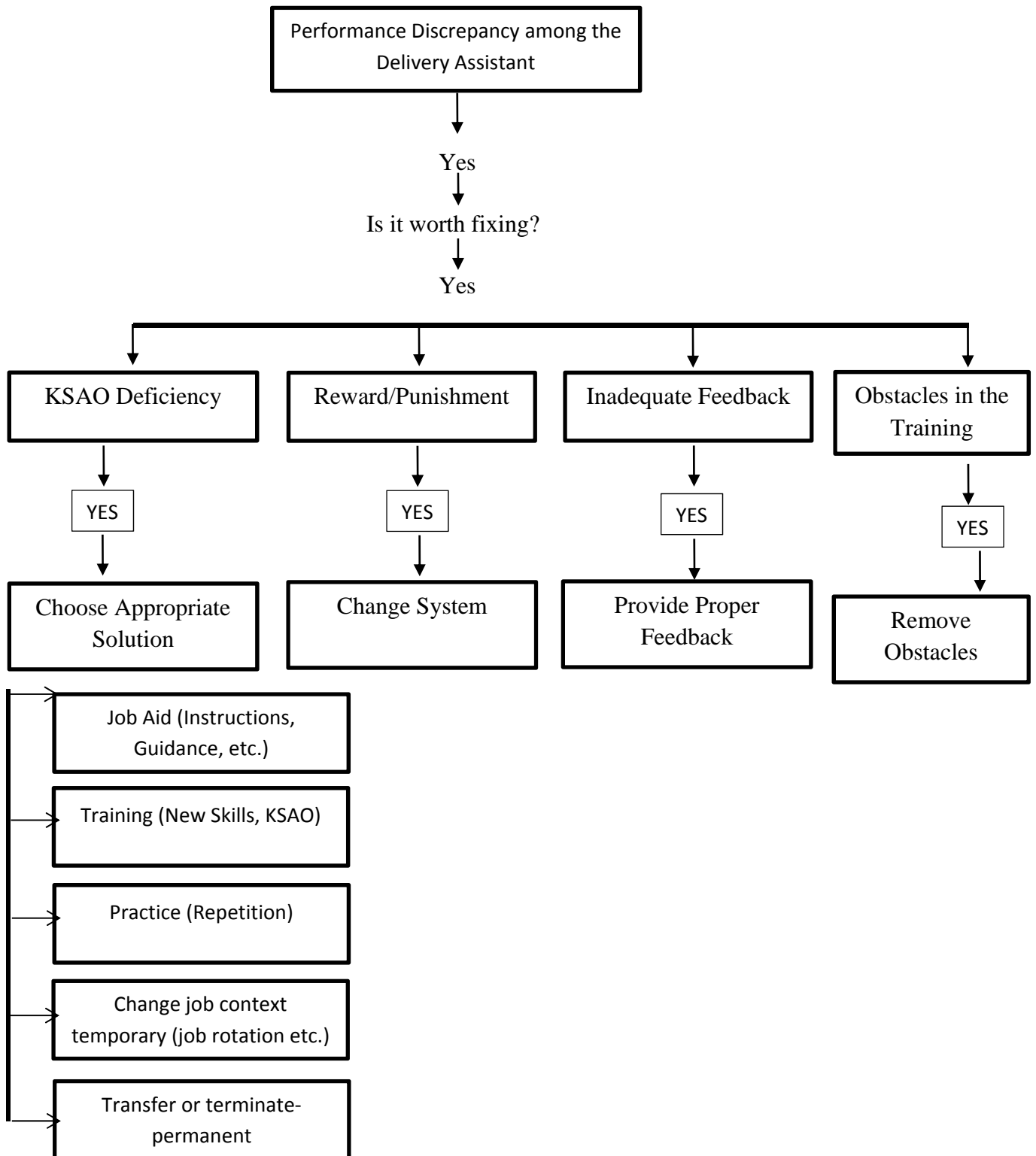


Figure: 28 - Model of Process during Performance Discrepancy

BPL utilizes both proactive (future) and responsive (current) training needs assessments. Proactive TNA is key and carefully arranged without an unmistakable issue as the core interest. It is utilized to convey new techniques or procedures to employees, just as strengthen existing desires. Then again, responsive TNA happens when a particular issue is pinpointed or then again occurrence, if a workers presentation issue is apparent, responsive TNA is utilized to address that particular issue. It is critical to note here that Proactive TNA happens when the weaknesses of a work power are unknown and it shows where help is required. Responsive TNA happens when an issue is self-evident, making the requirement for particular training to address the particular issue. Once the analysis phase is conducted BPL moves on to the training design phase and uses inputs from the training analysis phase. Here, BPL's training program is designed to fulfill the needs identified in the analysis phase. The best method of delivery of the customized training program is also decided at this phase. All methods will not work for everyone. For example, if a person has a disability (such as hard of hearing, or uses a wheelchair) then BPL provides special accommodation for that individual. Another important output from the design phase is training objectives- what should be trained and how.

Next in the training development Phase, the actual training materials (manuals, lectures, demonstrations, handouts etc.) are prepared for the delivery assistants (trainees). Inputs in this stage are taken from the outputs of the design phase (i.e. instructional methods and ways of delivery is selected for the training session. An instructional strategy is formed, consisting of the order, timing and combination of methods and elements to be used in the BPL's training program. Outputs in this stage are the hard-copy training materials to be used in the next phase which is the implementation phase. Here, the training program is run in real life. All of the design, analysis and development are put into practice to observe how the training program works and effective among the trainees (delivery assistants) in an organizational context. However, from experience, there can be errors in the design, development and implementation phases and it has been updated as per training purposes and BPL's requirements.

BPL's training final phase is the evaluation phase which consists of two types of assessment/evaluation:

- a. Process Assessment/Evaluation
- b. Outcome Assessment/Evaluation

At this stage, the training program is assessed to see whether it has really helped BPL to accomplish its improvement targets and the entire training program was effective to measure its success. In the process assessment stage, it is the cross-check to see whether the BPL's training program has followed the educational plan initially set out to improve their delivery assistant's presentation (i.e., regardless of whether the mentor followed the training plot all through the whole instructional course).

Secondly, to measure the effectiveness of the training session, result based assessment is directed to see whether the training brought about any genuine advantages as well as upgrades for BPL's delivery assistants on their presentation at work. Here, the outcomes of training are contrasted and the first destinations of the BPL's training program to see whether there are any upgrades in delivery assistant's presentation. On the off chance that 'yes', subsequent to investigating the outcomes (post execution of the delivery assistants), the training program turns into a success. Assuming 'no', at that point it isn't justified, despite any potential benefits. It is imperative to note here, there are times when BPL's hierarchical limitations influence training programs. Regardless of whether a training program is effective, it may not get feasible in the event that it includes a ton of time, in the event that it is expensive, or may require extreme contribution from the participants. All these probably won't be conceivable in a tight, serious business condition. At present due to COVID-19 Coronavirus situation, some of the BPL's training programs were postponed until further notice.

To quantify the effectiveness of the training program, four degrees of training assessment model has been utilized created by Donald Kirkpatrick first presented in 1959 (later refreshed in 1975 and again in 1994) most popular as assessing training programs. There are four degrees which are:

- a. Reaction
- b. Learning
- c. Behavior
- d. Results

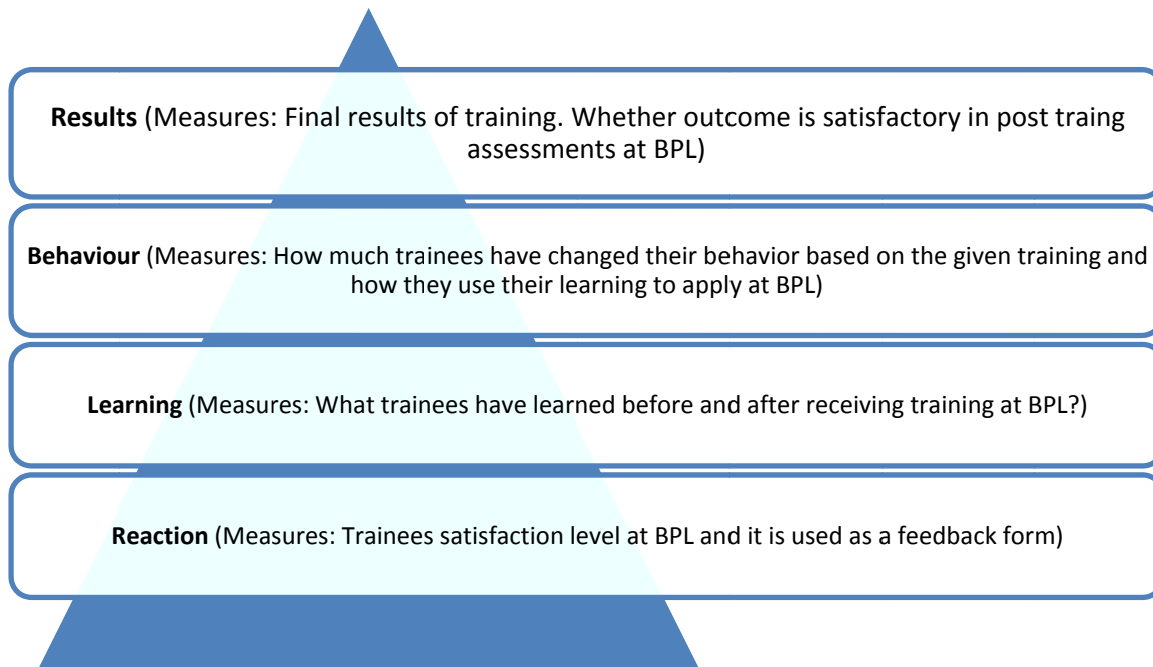


Figure: 29 – Four levels of training evaluation

In my surveys I have developed questionnaires to analyze more in details about the post training assessments to measure the effectiveness of BPL’s training program and how it has increased the customer’s satisfaction level.

5.9. Importance of Effective Training and Development Programs at BPL

At BPL, training programs always are designed with utmost responsibility for all their employees to carry out their job functions with sincerity and they are highly committed to their customers to provide quality service. To meet this requirement, BPL has adopted a systematic method to design their training programs, focused on delivery assistants’ skills development, and implemented their program as company’s needs basis on a timely manner. It is important due to the following reasons at BPL:

5.9.1 Organizational Development and Work-Specific Area Training:

The majority of BPL’s training programs are designed for small groups of employees after conducting the training needs assessment emphasizing on new skill acquisition and development. Training programs are designed to assist employees with their knowledge and skills development to become more competent to achieve BPL’s strategic objectives.

5.9.2 A General Orientation at BPL:

At BPL a general orientation program is designed to train all new recruits for smooth transition into the company. They have developed a staff handbook with detail guidelines and training is provided to the new recruits in order to facilitate new entry at BPL to familiarize with the company's rules, regulations and procedures as applicable.

5.9.3 Training on Standard Operating Procedures:

At BPL, the recently selects are additionally training on the fundamental standard working techniques which causes them to play out their activity according to their activity obligations. Training is given beforehand so that they can execute the tasks independently and interact with their customers. The respective department head ensures that employees must complete this training before they are assigned any specific tasks on medical product sales.

5.9.4 On-The-Job Training (OJT):

At BPL, each department head is responsible for conducting OJT. Quality confirmation division is liable for observing and assessing training performance and defectiveness of the training. Training program is customized depending on employees' respective areas of operation. Employee are trained on operating equipment, health and safety standards, quality assurance procedures, general rules, customer care management, etc. as applicable to perform their tasks, duties and responsibilities.

5.9.5 Knowledge Transfer and Employee Retention:

At BPL, they request that their key employees to report recorded as a hard copy their fundamental duties just as "best practices" they have seen in their work. Given that so much of the work at BPL involves knowledge and process generation, such documentation allows employees to share and communicate their individual experience, perspectives, and most importantly, success to others. As a result, employees help one another, enjoy work and take a great sense of pride of belongingness and become highly committed to BPL.

5.9.6 Teamwork:

Teams and groups can be temporary or permanent, live or virtual as we see now-a-days due to COVID-19 Coronavirus situation, within functions or cross-functional, and domestic or global at

BPL. However, all teams and groups present different learning and training challenges than do individuals. BPL's development initiatives need to consider how group evolve and learn and incorporate these theories and concepts into the design and delivery of any intervention initiatives. BPL's customized training programs are so effective in building teams and groups and to develop interpersonal and leadership skills.

5.9.7 Increase Customer Satisfaction:

BPL's training and development programs runs on an open system and collects information on various sources on employees' inefficiency, slow work, poor attitude, lack of knowledge as 'input', utilizes different training methods such as coaching, mentoring, using audio-visual equipment, static and dynamic tools to process and transform these inputs to outputs focusing on employees' increased work knowledge, developing higher skills, positive mindset, better job performance aim to increase the highest level of customer satisfaction.

5.9.8 Integrating Training with BPL's Performance Management Systems and Compensation:

BPL's incorporating training program is to guarantee that ideal consequences of training are reinforced when employees accomplish or achieve them. In this way when workers use the push to learn new abilities and information and are required to actualize such learning in their employments, BPL gives motivation to do as such and some acknowledgement and support of that presentation once it is accomplished. BPL's representatives are urged to learn basic new skills and additionally absorb significant new information and apply this in their occupations.

5.9.9 Job-Change Training at BPL:

At BPL, they first review the employee's previous training record and based on that they review the training requirements for the new task assigned for that employee. A customized training plan is prepared for that employee as per needs basis as per job change training requirements for the new job/position.

5.9.10 Managers Training and Supervisors Training at BPL:

At BPL, to ensure good practices, managers are trained in their area of specialization. Often, supervisor must conduce by example to fix high standards of job performance among the

employees. Employees also receive feedback on their job performance and corrective actions are taken within due timeframe to meet the deadlines.

5.9.11 Trainer's Training at BPL:

At work and SOP mentors will be perceived as specialists in the region or in the tasks that they perform. They will likewise comprehend the most ideal approaches to show tasks and systems. Gathering mentors presents "presentation skills" to utilize different training techniques.

5.9.12 Evaluation of Training at BPL:

BPL uses different evaluation methods to measure delivery assistants' knowledge, skills, attitudes and other job relevant characteristics. Most common methods include oral examination, written examination, simulations, performance based assessment are frequently used. All assessments are recorded for further review and for employee placement. BPL make sure that the training outline set for the training program are successfully recognize; periodical review is conducted for the next training activity for the delivery assistants. Surveys are conducted after training as well as feedback forms are used to measure the quality of the training program for evaluation.

5.9.13 Retraining:

Retraining is given when there is proof that the first training was not sufficient, bringing about an individual who can't accurately, securely, effectively or proficiently play out the tasks. Retraining is every now and again utilized mistakenly as corrective activities for deviations or failures.

5.9.14 Periodic Review of Training:

The top management team at BPL surveys the training program with staff office occasionally. Likewise head of department reviews the individual training plan with the employees occasionally to guarantee that the arrangement has been finished for acceptable performance of the functions workers expected to perform.

5.9.15 Training Records, Documentation and Retention:

Training records give the proof that the training was completed. Quality affirmation should review training records occasionally. Client department is responsible for preparation of training organizer, check the training records of the whole employees according to their expected set of responsibilities, keeping and keeping up a duplicate of training organizer. The department heads guarantees updating of training records for future needs at BPL.

5.10 Objectives of the Training Program

- To identify the needs and wants of their customers/clients and to train their delivery assistants to ensure quality medical products and services to gain the highest level of satisfaction from their customers/clients.
- Customers are the one to whom they sell their products; therefore, they are their actual 'Boss' and they are always right. It is important to note that - 'Main goal is to satisfy the customers/clients'. Therefore they need to focus on providing quality customer care services. They need to first identify their needs and wants and fulfill their requirements accordingly.

BPL needs to focus on the followings:

- Communication (Both verbal and nonverbal skills)
- Communication strategy
- Problem identification and immediately providing the solution for that specific problem
- Maintaining a complaints log book for the records
- Things not to say or to avoid in different situations
- Other characteristics or human behavioral factors

CHAPTER: 6

DUTIES, RESPONSIBILITIES AND LEARNING AS AN INTERN

Chapter 6: Duties, Responsibilities and Learning as an Intern

6.1 My Activities as an Intern

I joined in BPL as a HR intern. It was an extraordinary open door for me to work in such a big multinational organization and furthermore it was my fortune that I got chose as they as a rule don't take intern frequently like other organizations. This opportunity helps me to complete my internship report by using real life working knowledge. Basically HR department manages all the employees of the organization and the department tries heart and soul to maintain the human resources they hired that will help the organization to achieve the goals. I can proudly say that I have managed to handle confidential information with professionalism, discretion and diplomacy in an ambiguous, fast paced working environment at BPL. I am grateful to get the opportunity to work closely with the HR team to lean different types of practical work of Human Resource. I have engaged, demonstrated my ability with little real life work experience to facilitate groups along with other inters from different universities to create solutions and resolve issues.

Job description of mine that I accomplished during my Internship period:

CV Sorting: I joined in BPL as an intern so my work was not that much specific, so they assigned me to short the CVs that will help them to select new candidates.

Script Evaluation: BPL prefers most MCQ question rather than easy type or short question to evaluate their candidates. During my internship period I was assigned to check the MCQ question as my part of job.

Invigilate a Written Test: I am grateful to be a part of the HR team of BPL which helps me to gain new practical knowledge. My job was as an invigilator in the written test. Usually BPL has five to six batches in every batch there was approximately 60 candidates. After this process BPL is going forward to interview process.

Call for Interview: As my job was not fixed so I was also assigned to call the selected candidates from the written test. On that part mainly I have to ask them that they are attending the interview or not.

Prepare Result Sheets: After completed the interview process I was assigned to prepare the result of the selected candidates from the interview process in excel sheets. Mainly in excel

sheet I have to put the important data about the candidates which will help the organization to find the candidates within a short time. Moreover, I have also completed some other tasks and duties that I was assigned by my supervisor.

Customer Service: I had to provide customer service to organization and its team members. I needed to fill in as a state of contact with advantage merchants/managers.

Documentation, File Management and Other Tasks: I had to compile reports, spreadsheets, prepare new spreadsheets and maintain assigned compliance items with various teams (Marketing, production, delivery assistants, agencies, etc.). On a regular basis, I had to work with business colleagues to gather and edit relevant content to stay on top of content monitoring and to keep up HRIS framework by refreshing and entering information and most importantly, aligned with priorities. My task requires assisting and answering team member questions, to ensure document compliance, process incoming mails, creating and distributing documents and setting appointments and arranging meetings.

6.2 Problems that I faced as an Intern

- It was extremely challenging for me with limited experience to contribute at BPL's HRD to create individuals methodologies and configuration approaches for diagnosing and improving organizational effectiveness. However, over the period, I have accepted all the challenges and managed successfully to work at a dynamic business environment at BPL to assist the team to develop and implement proactive talent strategy to develop and retain key talents, especially their delivery assistants who are working at the depots to sell medical products and services to the customers.
- I found it extremely challenging to support the change management and to convince them for implementing the training programs for the delivery assistants for organizational changes and after evaluating the training programs it was the appropriate solution to the business unit at BPL from HR perspective. While it was tough to overcome the 'dilemma' to convince the top management and after noticing the positive changes of the delivery assistants in terms of sales volume increase and customer satisfaction it was a great working experience for me. Even though it was very difficult at the beginning, however, I have managed to work closely with the HR Head on the HR program implementation and collected feedback to HR experts at BPL.

- I found that communications skills are every important and it could only be learned through experience of time. Great counseling and instructing skills and the capacity to build solid associations with various individuals both internally and externally is urgent. At the beginning, I was kind of drowning and went through low self-esteem. Over time and by engaging myself at the work environment, I have demonstrated experience in coordinating, assisted on planning and deploying HR programs and initiatives which helped me to develop confidence and I have started to believe in my knowledge and strengths.
- It is not easy to work at a renowned company like BPL. It requires solid scientific and critical thinking skills with demonstrated capacity to sort out and break down information. Quick learning agility is a must. With a continuous learning experience and having a strong mindset for continuous self-development, I have successfully accomplished the assigned tasks that were given to me.
- BPL is an equivalent open door business and consents to all relevant equivalent work opportunity legislation in which it works. I had to be extremely careful while I was given any task at the HR Department while assisting in the selection and recruitment procedures and providing services to the clients.
- I prepared presentations to shape thinking on the future of learning, developed targeted marketing campaigns for the delivery assistants to promote various learning resources and to promote a culture of learning. I had to utilize Microsoft office (Word, Excel, PowerPoint, etc.) and other software tools and solutions as needed to prepare documents and presentations within very short period time and it was very challenging to fulfill all the requirements after work and from home during the nights and over the weekend to complete all assigned tasks given to me. I have performed other duties as assigned to support ongoing learning and capability development initiatives taken by BPL.
- At the early days of my joining at BPL, I found the work at BPL was quite monotonous and not at all demanding since I was new and had the expectation that I would be given instructions to perform task randomly. Later on, I found through observation that I have to show my willingness to become self-motivated and accept new challenges rather being pushed by my senior colleagues. Both communication and interpersonal skills are vital for team's performance and overall success.

6.3 Impacts of Internship Experience in My Career

I have gained real life job experience at BPL as an intern. It was a great opportunity for me to apply my knowledge and transform it to skills while performing tasks, duties and carrying out my responsibilities at the HR Department at BPL. Here, I would like to share some experience during my internship period at BPL below:

- **Organizational Attitude:** Organizational mentalities mean human behavior in association. I got some answers concerning acceptable behavior in view of a particular objective in an organization and how it has an overall impact on professional behavior in organizational environment. I came to find out about the corporate lifestyle, structure, progress and working environment conditions.
- **Business Communication:** Business communication was the biggest challenge for me throughout my internship experience. During my internship period, I had to communicate the employees of BPL on a regular basis whether it was in-person conversation, phone conversation and by e-mail messages both inside the organization and with the customers. As an intern, it was a continuous learning experience to develop communication skills with outmost professionalism to get the job done successfully.
- **Importance of Microsoft Office Suite:** From my internship period, I also learned to apply Microsoft Word, Excel, PowerPoint, MS-Access, Publisher etc. to create professional looking documents, charts, calculation, reports and presentations on daily basis. I have realized the importance of Microsoft Office Suite software uses and I have to up-to-date with the software applications to perform my tasks at BPL.
- **Multi-Tasking and Prioritizing Tasks:** Within the assigned time and guidelines, I had to perform different types of activities assigned by the supervisor. Previously, I was not that sharp on multi-tasking and prioritizing on tasks to meet the deadline. As an intern, I have learned the value of time management and to accomplish my tasks within the given deadline.
- **Working under Time Constraints and Stress Management:** I have learned how to perform under time constraints and to cope with stress. There were times when I was completely burned-out and it was extremely difficult for me to breathe and to cope up with the situation. Due to the fact, I was getting stressed easily and I was suffering from low self-esteem. Over the period, I have learned to manage time to work under

pressure and became successful to handle stress to balance work and family life activities.

6.4 Critical Observations and Major Findings

The bizarre truth is that very often the customers are unaware and confused which type of medical products they really need. They rely on the delivery assistants and continuously looking for promotional offers, installment plans on purchases, product return and after sales services. Therefore, it has become a major concern for the marketing department to train their delivery assistants properly to reduce product returns, collection on payments and to educate the customers on product information.

As a result, there were few concerns I have stated below:

- Maintaining and updating customer file on product purchase and payments.
- Providing information on product return policy to customers.
- Informing customers on product promotion and various offers on certain items.

BPL also needs to maintain records of their delivery assistance, which involves:

- Assisting the recruitment and selection process of the delivery assistants.
- Maintaining and updating personnel file of the delivery assistants.
- Coordinating and monitoring training and development programs of the delivery assistants.
- Conducting performance appraisal of the delivery assistants.
- Ensuring the proper implementation of rules and regulations, company policy, marketing and sales strategies as applicable for the delivery assistants to perform their tasks effectively.
- Assisting senior colleagues on documentation process and implementing disciplinary action which includes suspensions, punishment and termination as per guide line, if needed as per policy.

- Assisting senior colleagues to maintain liaison with the clients/customers.
- Assisting in the documentation process on the leaves of delivery assistance.
- Monitoring sales target for the delivery assistants at the depots and assist them to accomplish their sales targets.
- Providing feedback on a regular basis to prevent any delays.
- Conducting surveys from their clients/customers to identify ask for their opinions or to identify any particular product specific information.

CHAPTER: 7
RECOMMENDATIONS AND
CONCLUSION

Chapter 7: Recommendations and Conclusion

7.1 Recommendations

Training new and existing delivery assistants at BPL can be a huge challenge, especially in a rapidly changing business environment considering both internal and external business contexts. As an intern with a very short 12 weeks period, I found training and developing BPL's delivery assistants at the depot teams could not have been more important. Meanwhile, it is very difficult to convince the top management to invest in training and development which has become a huge dilemma and return on investment need to be shown to implement the training programs to maximize customers' satisfaction. Society for Human Resource Management (SHRM) has given various suggestions to develop and update an effective training and development program to convince top management in the organization.

From my learnings at BRAC University and internship experience at BPL, I would recommend the followings to be considered to develop and to update an effective training and development program at BPL for their delivery assistants:

Language selection, time management and customers' feedback to design the training programs at BPL:

Delivery agents need to go with the training programs offered at BPL. However, due certain limitations such as poor educational background, time constraints it may hamper the effectiveness of the training programs. I would suggest training programs should be designed in 'Bengali' for better communication and learning to fulfill the training objectives. Training session should be carried out in short time slot, for example: 2 hours training session and it should be given frequently rather than lengthy training session. During the training session cases, videos, role play should be included to make training more effective in the learning process. After providing with the necessary training, delivery agents should be closely monitored by the on-site supervisor to notice any behavioral change and effectiveness of the training while interacting with their clients/customers at the depots. It is also good to conduct a survey from the customers to know about the customer service experience from the delivery assistants when they

purchase medical products to notice any significant change before receiving training and after provided with training.

Benchmark against the competition among the rivals:

BPL should start by having an effective marketing strategy to review information to learn what customers are saying about their products and services currently offered and what other major rivals are doing to convince their customers and develop standards among their delivery assistants. It would reveal information about customer satisfaction and preferences they wish to receive from their delivery assistants and definitely would support their request for a new appropriate training and development program. This process could be done by conducting online surveys and feedbacks BPL regularly receives from their customers. They could use that information to prepare a report at the end of the process. This is the kind of information BPL will need to support their request for new training and development initiatives.

Survey on BPL's delivery assistants' current performance at the depots:

The best source of information about BPL's organizational performance and needs are their current delivery assistants. They know a lot about what is going on and what, if anything should be changed. They will appreciate company's interest and provide valuable feedback about what could be better or eliminated to minimize the gaps. They can have focus groups to determine what current delivery assistants wanted and needed to meet customers' demand. Meanwhile, they will have clear idea on what was expected of them, why it was needed, and how to carry out their tasks effectively. They should be trained by someone who is specialized in this area. BPL should select supervisors or outstanding experienced employees and then trained them to become successful trainers so that they would know how to train the delivery assistants and to make the training interesting, relevant and fun.

BPL should align training with management's operating goals:

At BPL management always has operating goals, such as, better performance, productivity, quality, customer satisfaction, just to name a few. Once management's operating goals are identified, they can design their targeted training programs. Additionally, needs based training on marketing and sales might support and promote quality and consistency and most departments

will support supervisory skills training that promote delivery assistants' and customers' satisfaction. Furthermore, it would help to develop instructional design and can work with BPL's own subject matter experts to create useful and professional instructional materials. BPL also could get supervisors training on how to improve their communication, interpersonal and coaching skills and develop best options to train a multi-generational workforce.

Research initiatives on training and development programs at BPL:

BPL should continuously research on their training and development programs. They could draft a plan for their training effort that may include the following elements:

- a. By clearly stating their training objectives by research to reflect that they understand the depth and breadth of their training proposal.
- b. By conducting a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis that would help them to identify the appropriate training needs.
- c. By constructing a realistic budget which may include all expenses to run their training programs.
- d. By including an analysis of the return on investment and benefits to justify training initiatives.
- e. By knowing the exact numbers and figures. BPL's management team can work closely with the financial team to include the appropriate information and the best to conduct a presentation to convince the top management.
- f. By promoting their training program as if it were targeted to fulfill customers' requirements.
- g. By designing surveys to get feedback from participants on their training programs.
- h. By conducting pilot classes to make sure the plan works. It would help them to identify shortcomings and allow them to refine and make the program as good as everyone expects and become more realistic and effective.

Weave it into BPL's culture:

BPL wants happy delivery assistants to be considered as a "life-long training and learning" philosophy that focuses on their delivery assistants' satisfaction. Especially, when making promotion decisions, they should give preference to the delivery assistants who have completed

their training successfully and performed well. A promotion should be one of the rewards for their efforts in participating in the training programs.

BPL should celebrate achievements and successes of their delivery assistants. Let everyone in their company know when someone completed training and what that means to their growth opportunities. They should advertise their programs and participants in internal communications, display their pictures and success stories and talk about it at every employee gatherings and meetings. This would increase delivery assistants' engagement and would create more opportunities for them to get involved. For future purpose, they could become trainers or subject matter experts or could assist in evaluating their new colleagues and assist them to reinforce their training.

Innovative and creative training programs:

Recently, due to COVID-19 Coronavirus situation, we all have realized how social distancing and working from home has become import. I would suggest that there are apps, games, software and easy-to-use video and editing tools that can be streamed to mobile devices. BPL should continue to research the latest trends online, network with other organizations and train their professionals and revise current training programs and develop training modules to take advantage of the latest best practices, as we all get more comfortable with technology and internet facilities, there is a growing need to adapt to the latest ideas in business practices.

Measure results:

Successful companies measure their outcomes to make sure they continue to get the highest returns on their investments. BPL could adopt this strategy and everyone should know what is expected from them. On the training evaluation model I have explained in great details on the importance of outcomes/results.

As an intern I have learned a lot while working at the BPL's HRD. I have shown keen interest to learn more on their training and development programs specifically designed for their delivery assistants. I have realized the most important part that training was the best way to keep BPL's promises of quality and excellence to their delivery assistants and customers they deal with in the depot.

7.2 Conclusion

It is vital to develop an effective strategy to manage BPL's human assets which requires considering training and developing their delivery assistants as an investment. Therefore, training and development of delivery assistants is a key strategic issue for BPL. It is the means by which BPL determine the extent to which their human assets are viable investments. Because much of the return on investment in training and development programs may be difficult for the top management to quantify, particularly in the short run, BPL should take a holistic view of training and development, specifically with regard to their delivery assistants and the skills and knowledge bases necessary to achieve strategic objectives by providing quality medical products and services to their customers/clients at the depot and to ensure the highest satisfaction in the competitive market in the pharmaceutical industry. It is important to observe the market trends, particularly the change in how business functions and work is performed and the organizational contexts in which work is conducted mandate that BPL should put emphasis on specific, targeted, strategic needs specific training and development initiatives as a prerequisite for their continued success to gain competitive position in the pharmaceutical industry both in Bangladesh and abroad. In my last few words, it is important for BPL to recognize that once an organization gains a competitive advantage through its human capital, the outcomes linked with the strategy are likely to be enduring and difficult to duplicate by BPL's competitors as such programs and values become more firmly entrenched in BPL's corporate culture. The commitment BPL makes to its delivery assistants through its investments in them is often rewarded with the return of delivery assistants making a long-term commitment to the organization. Although investments in human assets may be risky and some cases dilemma for the top management since the return may take a long term to materialize, however, in today's world investment in human capital continues to be the main source of sustainable competitive advantage for companies in the marketplace.

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Appendix – Survey Questionnaire

Survey of BPL's post training and development programs on improvising customers' satisfaction.

Dear Survey Participants:

My name is Anika Tabassum from BRAC Business School. Currently, I am working as an intern at Beximco Pharmaceuticals Ltd. I would appreciate if you could please have some time to assist me to complete this survey for my internship report.

Thank you so much for your time and consideration.

1. Participant's age:

- a. 15-20
- b. 21-30
- c. 31-40
- d. 41-50
- e. Other

2. Participant's gender:

- a. Male
- b. Female
- c. Other

3. Education level:

- a. SSC
- b. HSC
- c. Other

4. Household income (in Taka):

- a. 10,000-15,000
- b. 16,000-20,000
- c. 21,000-25,000
- d. 26,000-30,000

- e. Below 10,000
- f. Above 1,00,000

5. Beximco Pharmaceuticals Ltd. follows the Consumers' Right Protection Act 2009 in Bangladesh.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

6. How frequently do you purchase products from Beximco Pharmaceuticals Ltd.?

- a. Once a week
- b. Once a month
- c. Yearly

7. Service package is worth the money.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

8. Beximco Pharmaceuticals Ltd. maintains price fairness (Or product quality and brand value of Beximco Pharmaceuticals Ltd. is worth the money).

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

9. Behavior of delivery assistant in Beximco Pharmaceuticals Ltd. is highly professional.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree

e. Strongly Agree

10. Training process is well designed to measure the customers' needs and to meet their satisfaction level.

a. Strongly Disagree

b. Disagree

c. Neutral

d. Agree

e. Strongly Agree

11. Product specific knowledge is more important to address customer's inquiries.

a. Strongly Disagree

b. Disagree

c. Neutral

d. Agree

e. Strongly Agree

12. Customer is satisfied with the current product return policy and services offered at BPL.

a. Strongly Disagree

b. Disagree

c. Neutral

d. Agree

e. Strongly Agree

13. Beximco Pharmaceuticals Ltd. provides reliable products.

a. Strongly Disagree

b. Disagree

c. Neutral

d. Agree

e. Strongly Agree

14. Beximco Pharmaceuticals Ltd. provides unique and attractive promotional offer on their products.

a. Strongly Disagree

b. Disagree

- c. Neutral
- d. Agree
- e. Strongly Agree

15. I mostly prefer service from Beximco Pharmaceuticals Ltd. compare to other pharmaceuticals companies in the market.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

16. Services provided by the delivery assistants of Beximco Pharmaceuticals Ltd. improved the means of communication after receiving training.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

17. Customers' purchasing pattern shifted towards Beximco Pharmaceuticals Ltd. from its competitors because of the product offerings/promotional packages.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

18. Do you think there is a room for improvement in the training process at Beximco Pharmaceuticals Ltd? If 'Yes', please briefly explain below:

Thank You!