

Report On  
Human Resource Practices: Training Initiatives and Development of  
the Employees  
A Study on The ACME Laboratories Ltd.

By  
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An internship report submitted to the BRAC Business School (BBS) in partial fulfillment of  
the requirements for the degree of  
Bachelors of Business Administration

BRAC Business School  
BRAC University  
March 2023

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## **Declaration**

It is hereby declared that,

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where there 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/We have acknowledged all main sources of help.

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

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Nasiha Alam Liana

18204067

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

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Riyashad Ahmed

Assistant Professor, BBS

BRAC University

## **Letter of Transmittal**

Riyashad Ahmed

Assistant Professor,

BBS

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on “Training Initiatives and Development of the Employees: A Study on ACME Laboratories Ltd.”

Respected Sir,

With due honor, this is my immense pleasure to submit my internship report on “Training Initiatives and Development of the Employees: A Study on ACME Laboratories Ltd.” which I was appointed by the Office of Career Services and Alumni Relation and BRAC Business School jointly as a pre-requisite for the completion of the BBA program.

My venture towards the completion of this report was as concise and informative as possible based on the relevant information. This has strengthened my potentiality to apply my theoretical knowledge in practical circumstances which would lead to a fortunate professional life. If the report could accomplish its goal, that would be a huge honor for me. If there are any queries or issues, I would be delighted to assist.

Sincerely,

---

Nasiha Alam Liana

18204067

BRAC Business School

BRAC University

Date: 22.03.2023

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between The ACME Laboratories Ltd. and the undersigned student at BRAC University.

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Nasiha Alam Liana

18204067

BRAC Business School

BRAC University

## **Acknowledgment**

Firstly, I am truly grateful to Almighty Allah for blessing me with the opportunity to complete the internship successfully. This report would never be possible without the support of the respected individuals. First and foremost, I would like to show my gratefulness to my supervisor Mr. Riyashad Ahmed, Assistant Professor and MBA & EMBA Program Director and my Co-supervisor Mr. Saif Hossain, Assistant Professor and BBA Program Director of BRAC Business School for their tremendous support and guidance in every step for finishing the internship report.

Secondly, I am thankful to my on-site supervisor, Mr. Jihan Ahmed and my co-supervisor, Mr. Tonoy Peter Corraya for their constant guidance, counselling, direction and support throughout my internship period.

I would like to acknowledge my parents, Mrs. Farzana Rashid Chowdhury and Mr. Md. Khairul Alam, my brother Ahmed Alam Zulkarnine and my best friend Ms. Sabrina Quraeshi Niha for their constant moral support. Finally, I would like to deliver my eternal gratitude to them for motivating and supporting me throughout my entire journey.

## **Executive Summary**

My internship at ACME Laboratories Ltd. is an academic prerequisite. The principal purpose of this internship was to experience corporate culture and work-style practically. The report contains an overall overview of the organization, detailed description of the project, purpose and future expectation of learning and development, and relevant internship information.

The report is superscribed through quantitative and qualitative data using primary and secondary resources. These data are represented through graphical and statistical analysis. In addition, the paper has identified few research gaps that requires further study.

The study concludes by analyzing the data and findings of ACME Laboratories for the near future. Data restrictions exist as a result of non-disclosure agreements. Nevertheless, the analysis was carried out using the data that the organization had at hand.

**Keywords:** Training; Learning; Development; Performance; Employee; Experience; Skills; Efficiency;

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## **List of Acronyms**

CPS	Candidate Profile Summary
QMS	Quality Management System
HR	Human Resources
HRIS	Human Resource Information System
IT	Information Technology
KPI	Key Performance Indicator
EFW	Employee Welfare Fund
VAT	Value Added Tax
ROA	Return on Asset
EPS	Earnings Per Share
ROE	Return on Equity
MIS	Management Information System
BIT	Business Information Technology
TNA	Training Needs Assessment
CSP	Case Study Protocol
BFS	Blow-Fill-Seal
ASPL	ACME Specialized Pharmaceuticals Ltd.
CSE	Chittagong Stock Exchange
DSE	Dhaka Stock Exchange

## **Glossary**

Case Study Protocol	A set of plans that is used to do observational research for a project and prepare a structure for further review and systematic statements is said to be the protocol of a case study which is also known as Case Study Protocol or CSP.
Business IT	The use of information technology (IT) for the betterment of the business to increase and strengthen business performance of the company is termed as Business Information Technology (BIT).

## **Chapter 1: Overview of Internship**

### **1.1: Student Information**

Name: Nasiha Alam Liana

ID: 18204067

Program: Bachelors of Business Administration

Major: Human Resource Management and Accounting

### **1.2: Internship Information**

Three division have been made under this section. The first one asserts the basic information of the internship while the second part states the information about the on-site supervisor and finally, the job scope for this internship has been provided at the last part.

#### **1.2.1: Company Information**

Period: 3 months (16 October, 2022 – 16 January, 2022)

Company: The ACME Laboratories Ltd.

Department: People, Organization and Culture Development

Division: Human Resource and Administration

Project Name: Learning and Development

Address: ¼ Kallayanpur, Mirpur Road, Dhaka – 1207, Bangladesh

#### **1.2.2: Company Supervisor's Information**

Name: Jihan Ahmed

Position: Deputy Manager, People Organization and Culture Development

#### **1.2.3: Job Scope**

Job scope explains multiple tasks which are required in that specific job and the regularity through which those duties are repeated (Dessler, *Human Resource Management* 2020). Usually, job scope is termed as job opportunity which is included in the job responsibilities. The detailed job description of ACME Laboratories Ltd. that I have fulfilled as an intern is given below:

Job Title: **HR Intern**

Direct Reporting: Deputy Manager, People Organization and Culture Development

Functional Reporting: Assistant Manager, People Organization and Culture Development

Division: HR and Administration

**Key Responsibilities:**

1. Assisting organization of training.
2. Documenting and maintaining training records.
3. Database management of trainees.
4. Assurance of sequential document filings.
5. Creating required power point presentations.

**1.3: Internship Outcomes**

**1.3.1: Students contribution to the Company**

My contributions towards the company are given below:

- Redesigned and updated the “New Employee Joiners Orientation Induction” slides
- Assisted my on-site supervisor for the organization of trainings and other events.
- Developed employee’s effectiveness evaluation form and training feedback form for the training.
- Checked and maintained all training documents sequentially.
- Received and documented all the CVs of the pharmacy students for In-plant training.
- Updated In-plant trainee details in the excel database throughout the internship period as it was a continuous process.
- Prepared acceptance or appointment letters for the In-plant trainees and briefed required details to them.
- Communicated with the trainees regarding multiple purposes.
- Designed quarterly published E-magazine which includes all the events that have been arranged by the company on that quarter.
- Prepared candidate profile summary (CPS) of the candidates who were selected for internship interview.
- Checked assessment scripts of the candidates.

**1.3.2: Benefits of the student after the internship**

Joining in a company as an intern is very beneficial for a student. They get to experience real-life work environment. Just like any other intern it has helped me as well to understand how a company designs their work culture. Moreover, an internship works as a form of training for the students as it makes us learn time management, stress-management, professionalism, workplace etiquettes, efficiency and being pro-active.

After joining in ACME Laboratories Ltd., I have learned proper documentation and database management system that have helped to develop my technical skills further. Also, I have learned crisis management while organizing distinctive trainings. However, I have done more crucial tasks than other interns. Throughout my internship period, the internal environment of ACME Laboratories Ltd. has encouraged me to learn more and develop myself in multiple working areas.

### **1.3.3: Challenges Faced During the Internship Period**

Throughout my internship span, I encountered many obstacles. Firstly, interns are prohibited to access all sorts of information of the company. As a result, it was difficult to gather information and also, I had to ensure that any of the details provided in this report do not breaks the confidentiality of ACME. Also, the IT division has blocked the internal information sharing system for interns as it might go against the policy. For this reason, I had to share my workings through pen drive or e-mails to my assigned supervisor which was letter on updated to the system by him.

Apart from this, the salary process for interns is different and critical in ACME Laboratories. According to their policy, interns get paid after they have completed the entire internship period and have submitted their internship report to the company. Moreover, ACME Laboratories do not provide transportation services for interns. Therefore, bearing the transportation cost was difficult for me due to their different remuneration method.

### **1.3.4: Recommendations**

It is recommended that the IT division should allow interns to access their work sharing system for smooth work delivery. Otherwise, any alternative initiative could be taken in future to avoid any kind of time wastage. For example, a separate google drive folder can be created for interns to share all their completed works which can be inspect by their respective supervisors. Additionally, the company can consider providing transportation services for the interns as a means of compensation since they are not getting paid while the internship is going on.

## Chapter 2: Organization Part

### 2.1: Introduction

The main focus of this chapter is to outline the overall practices of The ACME Laboratories Ltd. ACME's current position in the pharmaceutical industry has been appraised through internal and external analysis. However, the chapter aims to deliver a summary of all the analysis to underline the major aspects of the company.

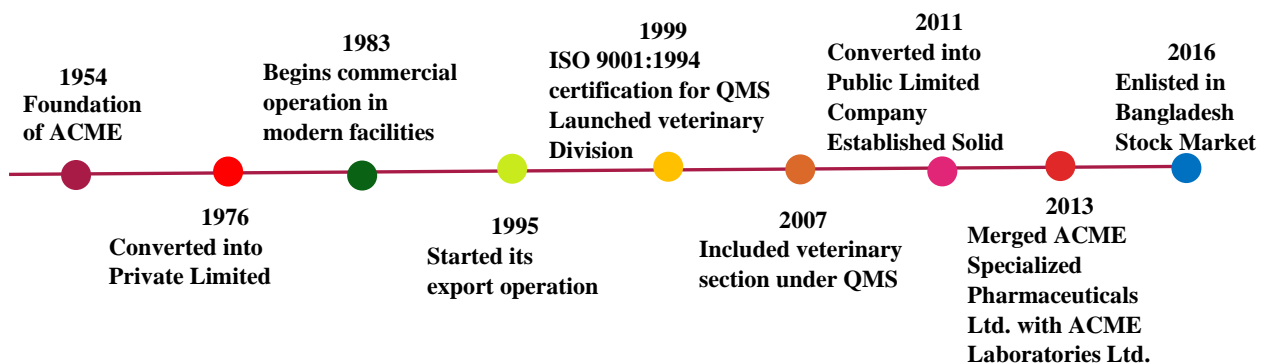
### 2.2: Overview of the Company

An overview of a company outlines all the relevant information regarding company history, foundations and other areas that a company contains for letting people know about them. These provides the customers, investors, employees, or any other people with a basic information for their convenience (McMahon, 2022). The sub-topics below describes the overall history and foundations of The ACME Laboratories Ltd.

#### 2.2.1: Background of the Company

ACME Laboratories Ltd. is a renowned and leading company in Bangladesh that provides outstanding and top-notch manufacturing facilities for producing pharmaceutical products (ACME Laboratories Ltd. 2022).

ACME was launched in 1954 by the honorable founder Mr. Hamidur Rahman Sinha as a proprietor's firm. The company turned into a Private Limited company in 1976. ACME has an extraordinary manufacturing facility located in Dhamrai where the commercial operation was started in 1983. First international operation started by exporting ACME's medicine to Bhutan



*Figure 1: Timeline of ACME Laboratories Ltd.*



in 1995. ISO 9001:1994 certification approved in 1999 for Quality Management System (QMS). In addition, veterinary division got launched in the same year.

ACME celebrated their golden jubilee for the completion of 50 years in 2004. The company's 18 storied corporate office started its operation in 2006. In the very next year, the company has included the veterinary division under QMS. Later on in 2011, the company converted into Public Limited company. Following the same year, solid dosage unit of medicine facilities got established. In 2013, ACME Laboratories Ltd. merged with ACME Specialized Pharmaceuticals (ASPL). Moreover, ACME started off their commercial operation of cephalosporin, liquid hard gelatin capsule and Blow-fill-seal (BFS) facilities in the year 2014. Furthermore, the organization has enlisted themselves in Dhaka Stock Exchange (DSE) and Chittagong Stock Exchange (CSE). However, ACME has received certification of GMP compliance from UK-MHRA and TGA Australia in the year 2019 and 2020 respectively.

Currently, they produce around 800 generic branded products. Their production covers broader therapeutic classifications which includes, Respiratory disease, Anti-Infective, CNS, Antidiabetics, Hormone and Steroids, Cardiovascular, Anti-Ulcerants, NSAIDs etc. These categories are presented in different dosage forms like, Tablets/Capsules, Oral liquids, Nasal Spray, Cream/Ointments, LVP, Metered Dose Inhaler, Dry Powder Inhaler, Injectable medicines, Suppository, Ophthalmic Sprays. More than 11000 employees are working constantly to build consistent facilities and capabilities to mitigate any kinds of health care crisis and fulfill the continuous expanding health care needs through their efficiency, commitments, outstanding performance, professionalism and knowledge.

### **2.2.2: Vision**

To Ensure Health Vigor and Happiness

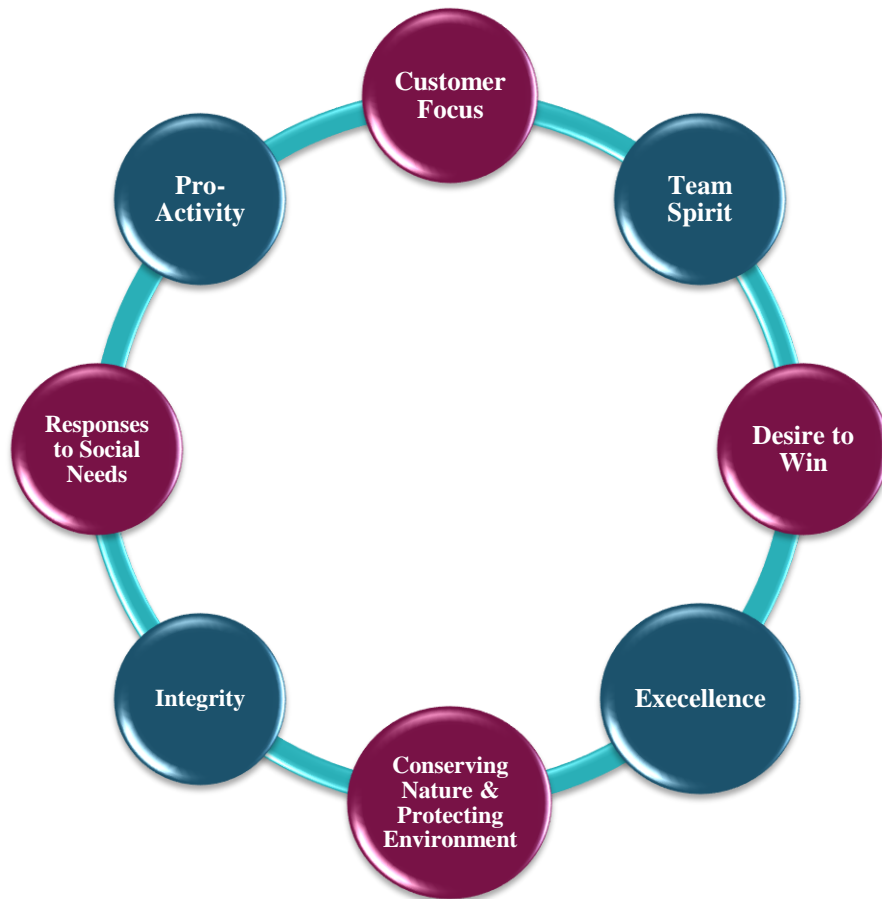
### **2.2.3: Mission**

The goal of ACME's holistic approach is to ensure everyone has access to the highest quality ethical pharmaceuticals and medicines at fair prices, while also expanding both locally and internationally.

Healthcare professionals, customers, stakeholders, and employees are all partners that ACME enjoys interacting with, and we pledge to keep environmental harmony at its peak.

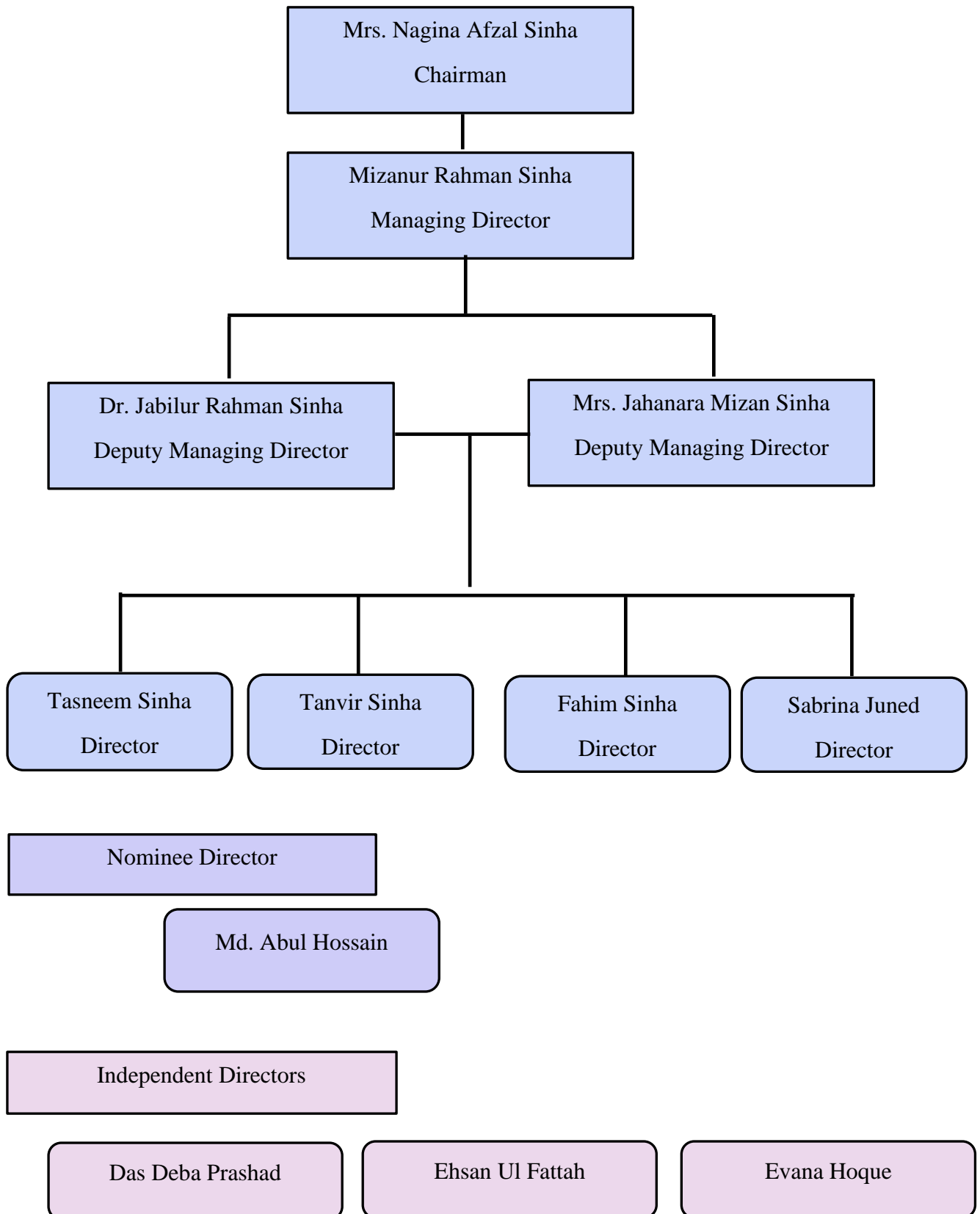
### 2.2.4: Core Values

ACME's company values are the reflection of their thoughts and actions. These values had connected them together in the past, continuously facilitates their present and motivates them to explore the future. They are devoted to these core values in their entire business operations.

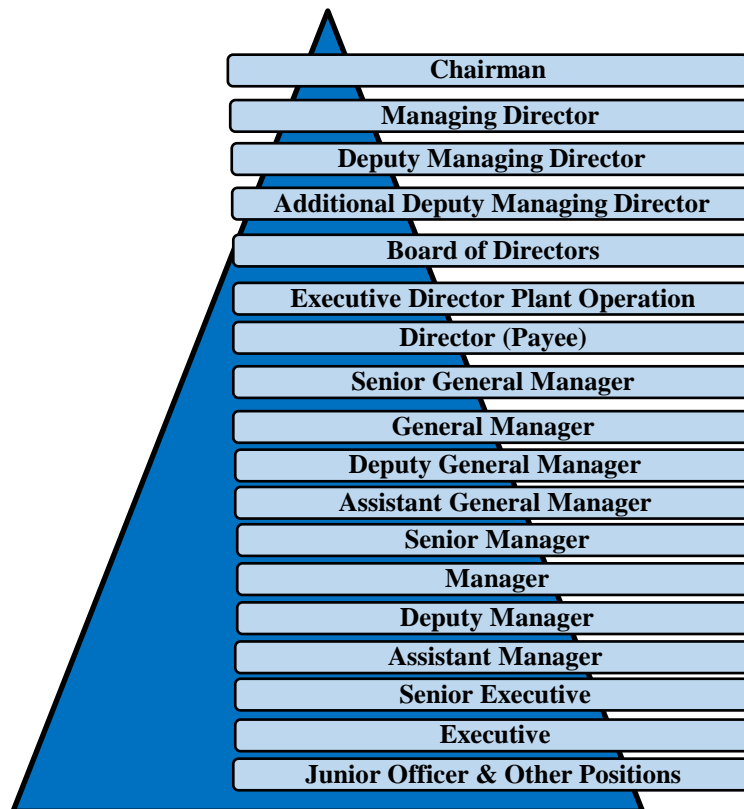


*Figure 2: ACME Core Values*

### 2.3 ACME Board of Directors



## 2.4 Company Hierarchy



## 2.5 Management Practices

### 2.5.1: Leadership Style

The author (Bolden, 2004) defines that leadership is a kind of management style, action or practices that is used to lead a department of an organization. The three types of leadership i.e., transformational, transactional and laissez-faire leaderships are used to lead so that the followers can develop and make themselves skilled to become a future leader (Arif & Mehmood, 2011). Leadership style also includes being supportive, participative, democratic and authoritarian.

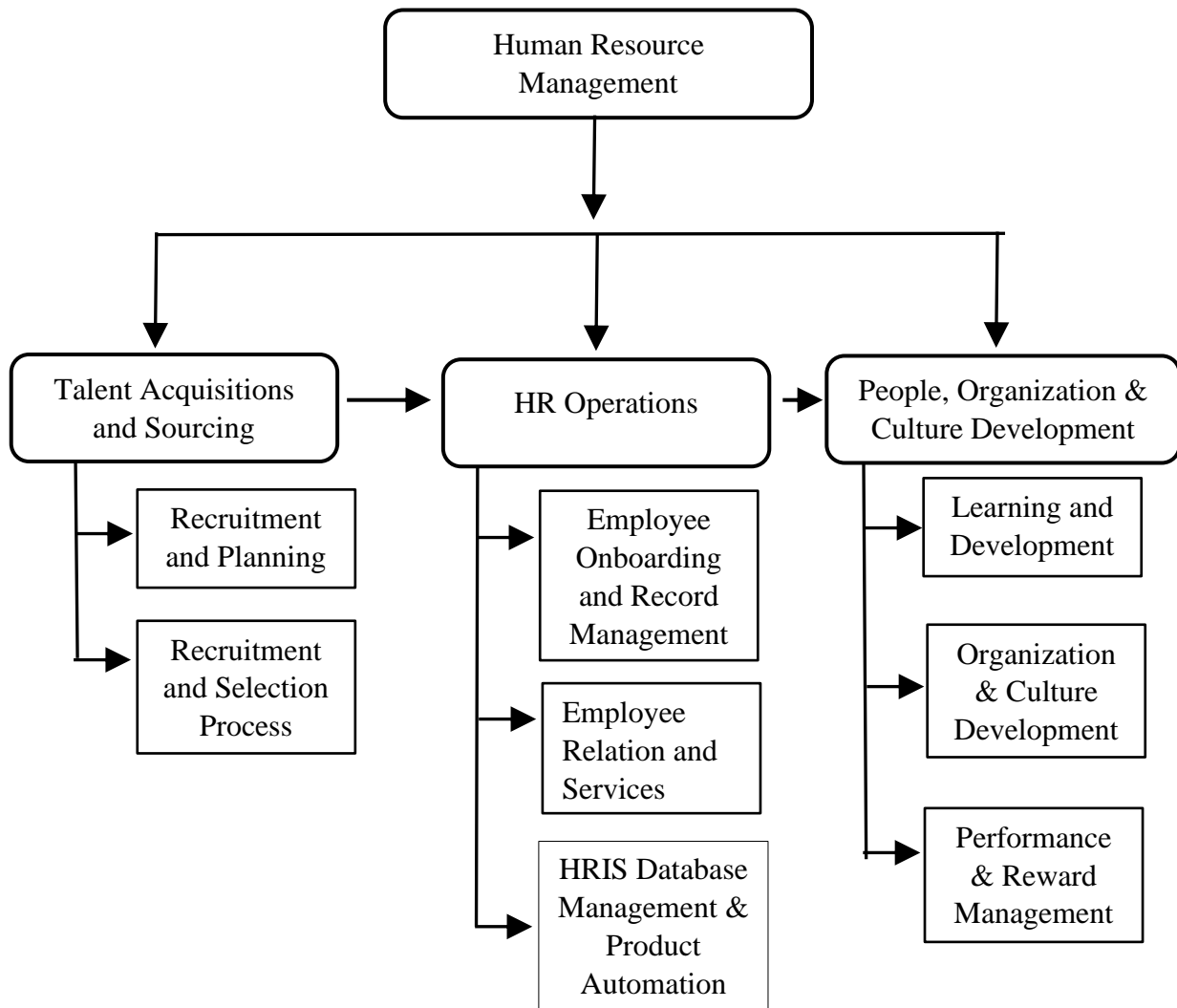
According to Dessler (2020), a leader is a role model who needs to bring changes to make the followers learn and adapt new things for further success. This would help them to foster and enhance the leadership skills. Leadership comprises more than just guiding people to succeed. It is also a form of communication to encourage others to take on responsibility and grow as individual (Fayol, 1916).

ACME Laboratories Ltd. Believes that each employee of a company is potential to become a leader. They just need to work-hard to develop themselves towards the path of becoming a leader. Therefore, ACME ensures that they prepare the individuals efficient, effective and responsible personnel to manage the business further. The present HR practices of ACME carries on to make individuals functional leaders so that they acknowledge and recognize the multi-dimensional aspects of business.

Finally, the company provides plenty of opportunities to become a leader and lead multiple sectors of respective divisions and guide the change which would lead to success.

### 2.5.2: Human Resource Management

The Human Resource Planning division of The ACME Laboratories Ltd. has three major departments. The following organogram shows the sectors in detail:



*Figure 3: Organogram of Human Resource Management*

The above three departments are somewhat connected to each other. It is a continuous process that happens step by step. This procedure keeps the entire human resources division connected throughout.

### 2.5.2.1: Talent Acquisition and Sourcing

An essential human resource (HR) procedure is to recognize the talent of employees through ‘Talent Pool’ strategy. A talent pool is a review mechanism where a group of possible candidates help a company to expand and achieve goals in long-run. Moreover, the aim is to create a strong pipeline by assessing employees’ readiness for certain tasks. Working individuals are represented on potential framework. Therefore, different groups can be controlled in various ways. Hence, ACME are able to identify and distinguish various types of expertise talents and strengths within the company.

Talent acquisition and sourcing follows a certain process. The processes are described below:



*Figure 4: Recruitment Process*

#### (a) Manpower Requisition

Whenever a department of a division require to hire an employee, the departmental supervisor applies through a recruitment requisition. Based on the requisition, an approval note is prepared which is send to the top management for approval. After the approval, the documents are approved by the supervisor himself which then is further approved by the departmental director and HR director.

#### (b) Talent Sourcing

Once the requisition clears the approval phase, the talent acquisition and sourcing department seats with the department who needs the employee and discusses regarding the job responsibilities and requirements. An advertisement is being created after the discussion to search for the right talents.

ACME Laboratories recruits using two types of sources. They are:

##### i. External Sources

External sources refer to seeking out for talents actively through social media, newspaper advertisements, website circulars, online job portals etc. ACME always looks for diverse talents to take the organization further.

ACME holds separate email IDs just to receive job applications from all over the country. Additionally, ACME joins to several job fairs in different universities in search for fresh talents who have the potential to work hard.

## **ii. Internal sources**

Internal sources refer to the employees who are currently working in the organization. Here, the employees get notified by sharing the hiring advertisement to the internal website of ACME Laboratories for application. This is done to let all the employees know so that they can refer someone for this position.

On the other hand, due to sourcing internally the fresh faces get demotivated to apply for the specified position. Also, the internal sources get discouraged to hire new faces.

After sourcing, the process proceeds to recruitment planning. The procedure then continues through screening the received CVs. The collected CVs are sorted and selected on the basis of few criteria like educational background, age, extra-curricular activities, work experiences and other skills and match with the predefined parameters for the vacancies.

Following the process, a call list of the selected candidates is being prepared and sent to the PBX department to invite them for the assessment round. Along with that, an attendance paper and candidate profile summary (CPS) is prepared.

## **(c) Assessment and Interview**

The assessment process occurs step by step in few rounds. In this phase, a written testing and viva-based technique is used. This is done to make sure that the committee is selecting the right candidate for their company.

Firstly, candidates have to seat for a written assessment under strong supervision. The assessment questions are prepared by the hiring committee. After the assessment is done, the hiring committee will check the scripts and decide who will get selected for the next round of interview. Once the candidates get selected for interview, the talent sourcing department calls the selected candidate for the second round of interview.

Here, two-step viva interviews are taken to finalize a candidate. The departmental representative and HR personnel remains present to conduct the interview. This whole hiring operation is done at the ACME corporate headquarters by the Talent Acquisition and Sourcing department of HR & Administration division. The selection of upper and middle level is more crucial compared to the entry level candidates. However, an IT test is taken while hiring interns to check their technical skill ability.

#### **(d) Selection and Negotiation**

ACME finalizes the best qualified candidate after taking them through all phases of assessments. However, before confirming the selected candidate, the hiring committee check through all the details of that individual candidate. Specifically, they verify their educational backgrounds and authentication of academic and other certificates. Moreover, they communicate with the referred person for further details. In case of experienced personnel, the talent department communicates with previous company for previous performance history of that candidate. After the selection, the hiring committee negotiates with the candidate regarding the pay package. ACME offers an attractive pay scale to their employees along with other beneficial packages.

#### **2.5.2.2: HR Operations**

##### **Employee Onboarding and Record Management**

The responsibility of HR operation department begins after the talent acquisition completes their operation. As soon as the hiring committee finalize the candidate, the HR operation proceeds to their employee onboarding process. In this process, a text message is sent to the selected candidate offering them the position along with a link. The link leads them to a form which asks for their educational qualifications and other background details. Candidates have to fill out the form to register in the company.

Following the registration, the candidates must submit required documents that includes birth certificate, educational documents, medical documents, Covid19 vaccination certificate, copy of national identity card and other legal documents. These documents are then sent to the management for approval. Along with the approval the process concludes and the candidate is eligible to onboard.

##### **Employee Relation and Services**

Employee relations refers to the relationship and communication between the employees and the employers. Setting job confirmation policy is one of the prime roles of employee relations. The job confirmation policy states that, employee's job will get permanent after completing minimum 6 months from the day of joining. The confirmation is done based on overall performance assessments through KPIs. This policy is applicable for all management and non-management employees whoever gets appointed as a probationary employee.

Furthermore, this department are in-charge for settling role profiles. Role profile refers to a succinct document that explains the required job responsibilities, skills and knowledges of a particular department of a division and individual positions as well for successful work delivery (Dessler, 2020). ACME's role profile contains of the positional details, job responsibilities, major challenges, working relations and knowledge, skills and experiences (KSE) along with the top management's approval.



Employee relations ensure that they are providing proper services to all the employees of ACME Laboratories.

### **HRIS Database and Product Automation**

Human Resource Information System (HRIS) is defined as a software which is designed to overcome HR demands and enhance the productivity of the organization (Oracle, 2020). ACME has introduced HRIS in their server as well. This server that contains basic features that includes, talent requisition, movement and leave request, medicine order etc. In addition, this is a system that helps to keep employee records and policies.

ACME being an active part of pharmaceutical industry, HRIS helps to manage all sort of information which leads the employees to stay in touch with the management. As a result, it is easier to resolve many issues efficiently. Medicine order requisition becomes easier through the product automation service. All medicines that are launched by ACME Laboratories are updated in the system along with the details to ensure employees are clear about the medicines.

### **2.5.2.3: People, Organization and Culture Development**

This department of HR division takes care of all kinds of learning initiatives, performance and reward management, and culture development.

#### **Learning and Development**

Three types of training are provided by this area. They are:

**i. Induction**

Following the onboarding process, employees are provided with induction after they join in ACME. Induction refers to the new joiner's orientation program where employees are being oriented with the organization's policies and systems. ACME's induction contains corporate and factory structures, office rules and decorum, manufacturing facilities of pharmaceutical units of ACME, corporate culture, HR policies, employee benefits, employee welfare fund (EWF) initiatives, employee engagement initiatives and many more.

**ii. Technical Skills Training**

Technical skills refer to the specialized proficiency and ability to execute particular function and assignments using required software and technical tools (2022). ACME prioritizes technical skills for better efficiency and effectivity at the workplace. These trainings are mostly IT based where different kinds of mechanisms are used to run day-to-day chores. ACME helps employees to develop

themselves in multiple technical areas which enhances their confidence while pursuing the assigned job responsibilities and also improves the company performance. Advanced Microsoft Excel, Bangladesh Labor ACT 2006 are some major technical skill trainings that are organized by the organization.

### **iii. Soft Skills Training**

Soft skills are defined as the non-technical abilities that influences how an individual communicates and forge bonds with others (Markovic, 2021). Soft skills trainings are arranged to improve the ability of teamwork, empathetic leadership and boost problem solving capability. ACME's aim is to ensure that employees are able to manage their work routines with required soft skills for better productivity and self-development. Trainings such as, business communication, leadership, time and stress management, negotiation techniques and basic first aid are some major ones which are mostly focused.

## **Organization and Culture Development**

The HR development team supports a culture that is focused on performance. Purely on the basis of merit, employees are hired, paid, and given opportunities inside the company. Maintaining office culture and setting appropriate rules for the betterment of the internal environment of the company is the main focus of this area. This sector ensures employees are maintaining the professional etiquettes and work ethics in the office premises. Maintaining dress code, use of company property, conversational etiquettes, all these are handled by ACME's organization and culture development area.

In addition, ACME's premises is declared as non-smoking zone which is strictly controlled by the culture development sector. Employees are encouraged to maintain the decorum through providing a designated smoking area.

Finally, ACME ensures a friendly and healthy work environment. They inspire working with team and keeping a constant communication with the group to mitigate all sorts of communication gap. ACME maintains fixed office timing and ensures that all employees are entering and leaving on the assigned time. ACME believes in punctual and disciplined work procedures which would help employees to ensure time and stress management.

## **Performance and Reward Management**

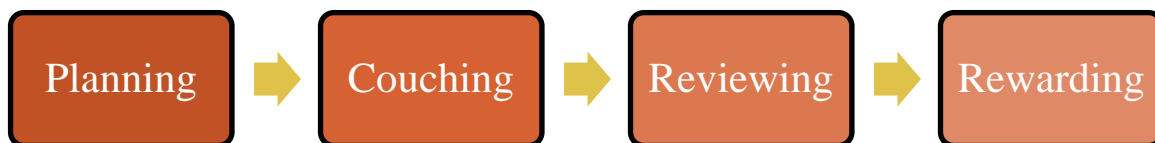
This section contains the details related to performance management system and reward management system. Detailed explanations are provided in two separate sub-sections below.

### **(i) Performance Management System**

The Performance Management System, whose goal is to assess employees' performance fairly and in a transparent manner, is the foundation of this culture. Setting clear expectations for the staff about what is expected of them through the strategic alignment of reward and recognition with business objectives. In order to reach the desired milestones, ACME's employees are able to draw the dots between their personal work and the company's overarching objectives. In order to guarantee that talents are recognized for their performance, whether extrinsically or intrinsically.

ACME's purpose is to establish performance driven culture and assess the performance of each employee for ensuring appropriate reward and recognition according to their accomplishments. Also, the company makes sure the employees have a explicit understanding of their contribution towards the achievement of organizational mission and goal through their efforts. Additionally, performance management identifies and implement opportunities for employee development and career management.

ACME Laboratories has 4 (four) phases in their performance management process. They are:



*Figure 5: Performance Management Process*

#### **(a) Performance Planning**

Planning is the first stage of any kind of initiative. Performance management cycle begins with a proper planning as it considered to be the foundation of it. The company holds individual performance measurement format based on the company goals and divisional objectives at the beginning of each year. Through Key Performance Indicator (KPI) process, employee performances are evaluated to measure their management skills.

#### **(b) Performance Coaching and Feedback**

Line managers ensure both formal and informal opportunities to provide feedback to the employees on their performances. Supervisors provide necessary guidelines and feedback constantly to reach desired level of output. Employees have the opportunity to ask for feedback and assistance from the line managers whenever is required.

### **(c) Performance Reviewing**

In the review process, managers evaluate the effectivity of the intended objectives settled during the planning phase. Concerned supervisors initiate the mid-year review to assess the employees' performance against the target. In case of any recommendation arrives for changes, HR division will incorporate the changes in the process. The final evaluation will be done at the end of the year.

### **(d) Performance Rewarding**

This is the final stage of the performance management cycle. In this phase, employees are awarded with an appropriate reward acknowledging their contributions and performances to the company's success.

### **(ii) Reward Management System**

On the basis of employee performance, ACME recommends increments or promotions as a reward after the completion of evaluation process. Moreover, ACME organizes award ceremonies of different categories. A quarterly based award called "Star Performer of the Quarter Award" are presented to the best employees of that quarter. Also, other awards like "Long Service Awards" are presented to the respected employee who have been working for the longest period of time in ACME Laboratories. They present awards along with a certificate and bonuses to encourage them for further success.

## **2.6: Compensation and Benefit**

ACME has attractive and competitive compensation package that targets to attract and retain the talents to motivate them so that they contribute to company's success. ACME offers a vast range of financial and non-financial benefits to all the employees.

### **Festival Bonuses:**

The permanent employees of ACME who are serving for more than six months are eligible to get bonuses in two festivals each year which is almost around a month's basic salary.

### **Performance Bonuses**

According to the company policy, all eligible employees are authorized to get two bonuses based on their performances.

### **Profit Bonus**

The permanent employees of ACME are authorized to get profit bonus as per the company's law.

**Provident Fund**

All permanent employees are authorized to become a member of provident fund. A certain amount from their basic salary will be contributed to the fund. However, employees are eligible to get the amount only after completion of 5 years from the day of their job confirmation in this organization.

**Gratuity**

Gratuity is provided to the employees who have been contributing actively in the organization for five years.

**Pick and Drop Facility**

ACME ensure transport services for all the employees of headquarter and factory to make sure that employees are reaching office without any hassle. Also, it ensures road safety and relaxation.

**Contribution Against Death**

In case of death of an existing employee, Top Management and all employees contribute to each deceased employee's family.

**Holiday and Tour Allowances**

If employees work on holidays they will be provided with a certain allowance as per their salary grade.

In case of business tour, all employees are entitled to get tour allowance based on their salary grade.

**Employee Discounts**

All employees are offered a special rate or certain percentage discount on all products of ACME.

**Leave and attendance policy**

ACME have five different category of leave facility. This includes, sick leave, casual leave, earn leave, accident leave and maternity leave.

**Canteen Facilities**

Subsidiary lunch is provided to all the employees of corporate office and factory for their convenience.

## **2.7 Marketing, Sales and Distribution Practices**

### **2.7.1 Marketing and Sales Strategy**

Offering adaptable therapy alternatives for critical and long-term care needs, ACME have grown their company into several therapeutic disciplines since the establishment of marketing division. Additionally, in order to maintain a competitive edge, the company have developed workable strategies to stay updated with globalization which would improve customer satisfaction by learning about client wants as well as by providing industry-leading services. ACME's goal is to develop into a real value-focused, market-oriented business with traces of real customer service and corporate responsibility. Additionally, their objective is to create innovative therapeutic care plans that are always in line with local market's enlarging treatment requirements.

ACME has 29 sales center all over the country where sales officers are putting their efforts to meet up marketing demands. Marketing and sales division constantly looks for innovative ways to compete on both the domestic and global markets. ACME Laboratories Ltd. has had great success in building a strong brand identity and gaining a sizable market share in the fiercely competitive business. Their marketing strategies, which include PR initiatives and unique deal for physicians, are undoubtedly a point of differentiation. Their employees and medical promotion officer appear to have a genuine understanding of what matters most to doctors and valued clients, as well as how to impart accurate information about items that will be useful to final clients.

### **2.7.2 Target Customers**

Target customer refers to the set of consumers whom the company focuses to run their business and further advertisements (Woerner, 2022). ACME's target customers are all kinds patients who solely rely on Bangladeshi medicines. Hospitals and local pharmacies are major priority to achieve their sales target. Medical promotion officers in multiple sales depot all over the country keeping records of all local pharmacies, hospitals, clinics and laboratories to promote medicines of ACME for all level of patients.

### **2.7.3 Strategic Group Map**

ACME aims for first-rate networking, excellent performance and valuable experiences. Their quality slogan says:

*“Perpetual Quest for Excellence”*

The goal of ACME Laboratories Ltd. is to keep its manufacturing facilities at the cutting edge in order to provide clients with the highest caliber goods possible.

The strategic group map of pharmaceutical industry are follows:

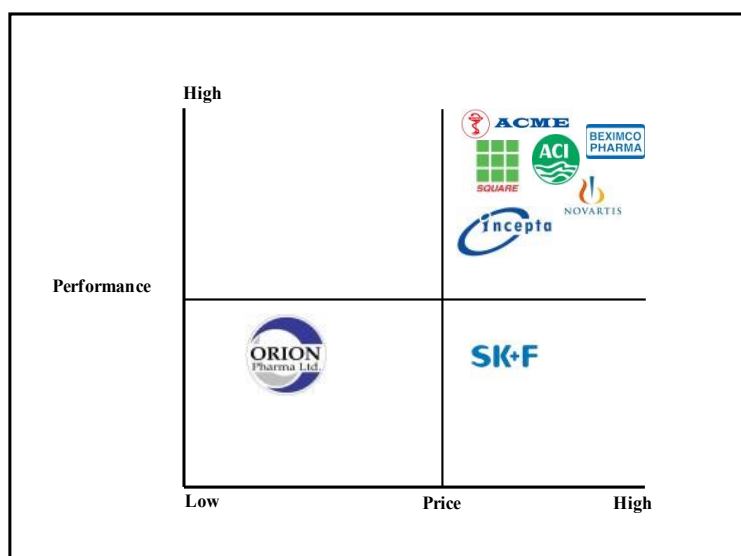


Figure 6: Strategic Group Map

## 2.7.4 Marketing Performance

### Product

Top products of ACME Laboratories:

Table 1: Top medicines of ACME Laboratories

Monas Montelukast Sodium	Fix-A Cefixime Trihydrate
Maxima Esomeprazole Magnesium Trihydrate	Limbix Amitriptyline Hydrochloride + Chlordiazepoxide
Don-A Domperidone Maleate	Azin Azithromycin Dihydrate
PPI Omeprazole	Famoclav Cefuroxime Axetil + Clavulanic Acid
Salflu Salmeterol + Fluticasone Propionate	TPC Vitamin B1, B6 & B12

## **Distribution Channels**

Across the country, ACME Laboratories Ltd. has distribution networks. In Gazipur, the company owns a plant. The corporation has 29 sales depots from which it distributes its medicines around the nation. The committed team has a big responsibility to deliver the goods at the appropriate time and place.

### **2.7.5 Brand Preference and Customer Loyalty**

Since advertising in the mass media is prohibited in the pharmaceutical sector, Physicians, pharmacists, and retailers are used in promotional and advertising efforts. Physicians are approached directly, given free samples, invited to seminars, given the essential information, etc. For pharmacists or retailers, it's accomplished through rebates, commissions, etc. The end user typically has no brand option because they are required to follow the doctor's prescription. As a result, brand preference and loyalty among the consultant class are crucial in determining the industry's relative market share.

## **2.8 Finance and Accounting Practices**

This division contains the most qualified and experienced professionals. They are in charge of the financial managements and controls ensuring efficient services to support all sorts of business affairs. To be more specific, this division controls the financial tasks that comes in the day-to-day schedule. Moreover, the daily procedure of all accounting affairs is handled by the finance and accounting division.

The internal control system for the company's financial assets is created and maintained by this division. Their major focus includes corporate finance accounts, budgetary control, book keeping, corporate cost accounts, treasury management, VAT, tax accounts, corporate finances and other accounting issues.

### **2.8.1: Financial Ratios**

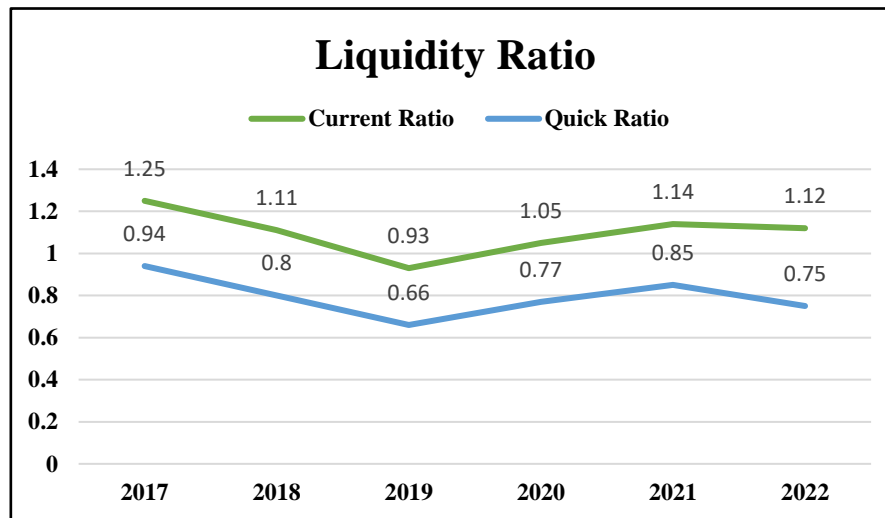
This section explains the financial ratios of the company along with the analysis and interpretation of financial performances. Profitability, leverage, liquidity, efficiency and solvency ratios are the major ratio analyses that are described below:



### 2.8.1.1: Liquidity Ratios

*Table 2: Liquidity Ratios of ACME Laboratories (2017-2022)*

Particulars	Formula	2017	2018	2019	2020	2021	2022
Current Ratio	Current Asset / Liabilities	1.25	1.11	0.93	1.05	1.14	1.12
Quick Ratio	(Current Asset – Inventory) / Current Liability	0.94	0.80	0.66	0.77	0.85	0.75



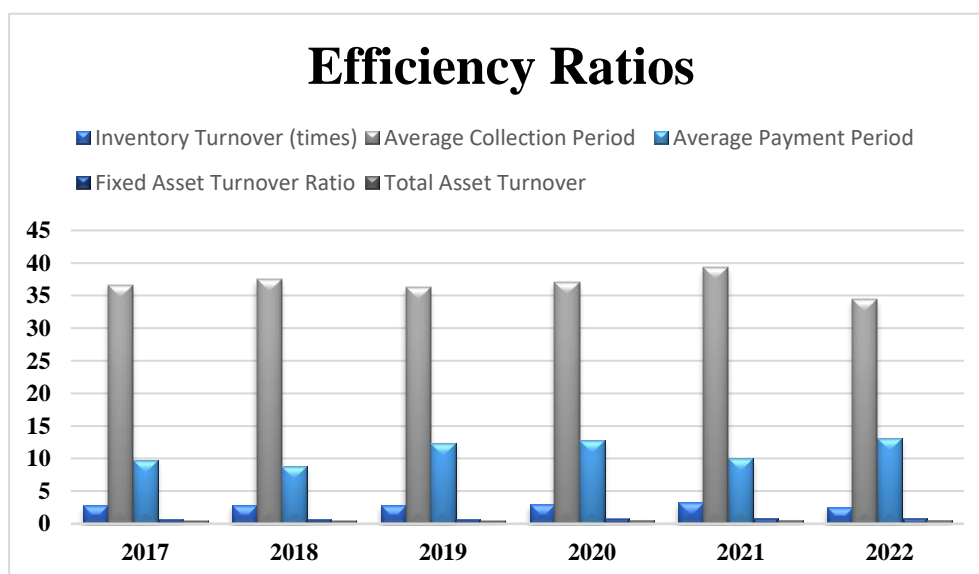
*Figure 7: Graphical Representation of Liquidity Ratio*

The graph represents a constant liquidity ratio from the year 2017 to 2022. The current ratio decreased in 2019 which then increased gradually from 2020 onwards. The quick ratios below 1 explains that the company could not satisfy their current liabilities.

### 2.8.1.2: Efficiency Ratio

*Table 3: Efficiency Ratios of ACME Laboratories (2017-2022)*

Particulars	Formulas	2017	2018	2019	2020	2021	2022
Inventory Turnover (times)	COGS/ Average Total Inventory	2.77	2.85	2.77	2.99	3.29	2.48
Average Collection Period (Days)	(Accounts Receivable/Net credit sales) * 365	36.63	37.47	36.26	37.08	39.29	34.52
Average Payment Period (Days)	Accounts Payable / (Annual Purchase / 365)	9.78	8.75	12.41	12.79	10.01	13.16
Fixed Asset Turnover Ratio	Revenue / Fixed Asset	0.74	0.70	0.69	0.79	0.83	0.93
Total Asset Turnover	Net sales / Average Total Asset	0.46	0.47	0.48	0.50	0.52	0.57



*Figure 8: Graphical Representation of Efficiency Ratios*

### Interpretation

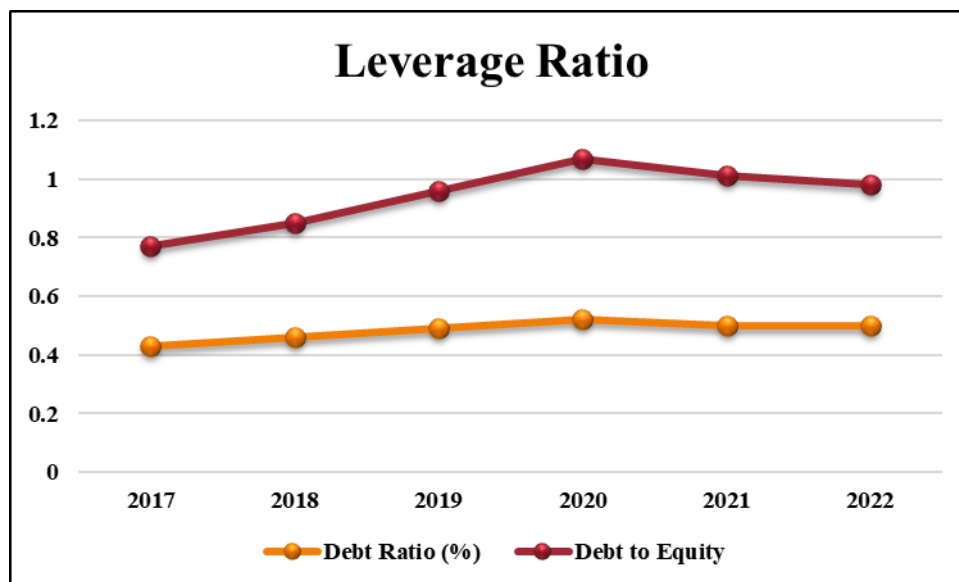
The above graphical representation shows the efficiency ratios of ACME Laboratories for the last six years from 2017 to 2022. The value states that there is improved efficiency. The inventory turnover has increased in 2018, but again decreased in the year 2019. After 2019, there was constant increase in inventory turnover till 2021 which is reasonable. However, there was a slight decrease in the year 2022.

There was a constant increase of the average collection period between 2019 to 2021 which indicates an effective and efficient management practice. However, there was a minimal decrease in 2022. On the other hand, a constant growth of average payment period has been observed from 2017 to 2020 whereas, the time period falls off in 2021 which again rose in 2022. Moreover, there was a sustained increase in fixed asset turnover and total asset turnover throughout the last six years.

### 2.8.1.3: Leverage Ratio

*Table 4: Leverage Ratios of ACME Laboratories (2017-2022)*

Particulars	Formula	2017	2018	2019	2020	2021	2022
Debt Ratio (%)	Total Liabilities / Total Asset	0.43	0.46	0.49	0.52	0.50	0.50
Debt to Equity	Total Liabilities / Total Equity	0.77	0.85	0.96	1.07	1.01	0.98



*Figure 9: Graphical Representation of Leverage Ratio*

### Interpretation

The above table and the line graph describe the propensity to overcome ACME's financial issues. These financial measurements contain debt ratio and debt to equity ratio. In debt ratio, there is a continual growth from 2017 to 2020 but decreased at a minimal rate in the next year

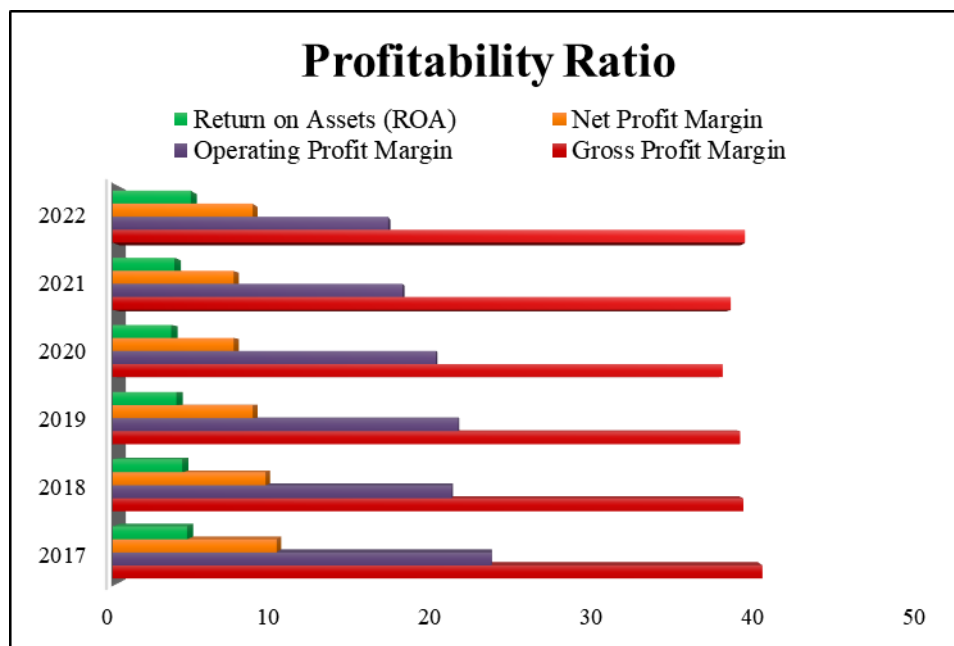
and remained constant in the year 2022. This means the percentage of total asset varies from year to year.

From 2017 onwards, there is rise in debt-to-equity ratio ensuring the ratios are 1 or below which is a positive representation. This means, there are less liabilities in ACME. Moreover, the average debt-to-equity ratio of the pharmaceutical industry of Bangladesh is relatively low which indicates less risk in the long run.

#### 2.8.1.4: Profitability Ratio

*Table 5: Profitability Ratios of ACME Laboratories (2017-2022)*

Particulars	Formula	2017	2018	2019	2020	2021	2022
Gross Profit Margin	$\frac{\text{Gross Profit}}{\text{Sales}} * 100$	40.8	39.6	39.4	38.3	38.8	39.7
Operating Profit Margin	$\frac{\text{OP}}{\text{Sales}} * 100$	23.8	21.3	21.7	20.3	18.2	17.3
Net Profit Margin	$\frac{\text{NP}}{\text{Sales}} * 100$	10.3	9.6	8.8	7.6	7.6	8.8
Return on Assets (ROA)	$\frac{\text{NP}}{\text{Asset}} * 100$	4.67	4.37	4.01	3.68	3.88	4.91



*Figure 10: Graphical Representation of Profitability Ratio*

## Interpretation

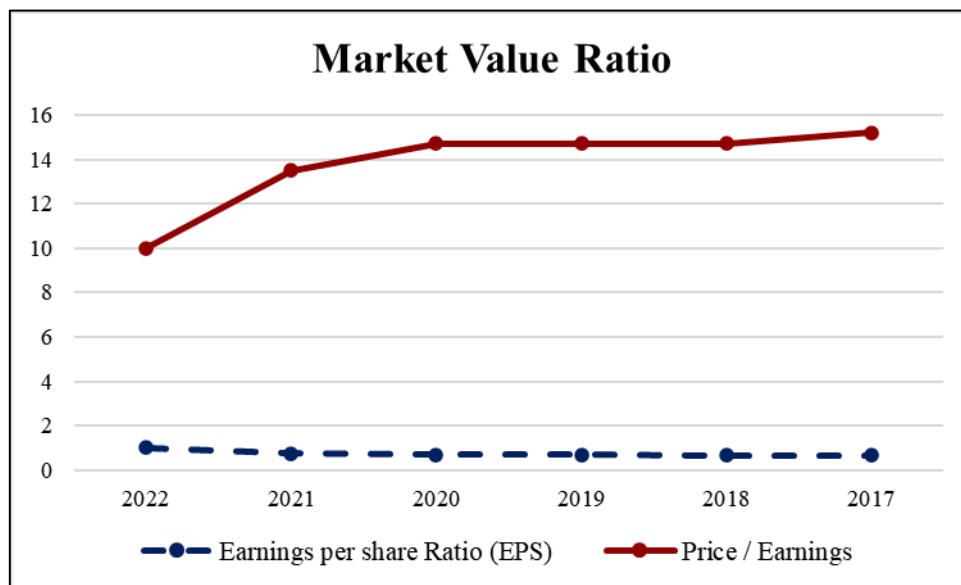
There was a constant decline in gross profit margin. After 2021, the gross margin started increasing which means the company is running efficiently and their financial stability is high. However, the decline in operating profit margin states that the operating costs are high which leads to low profitability.

Despite the decline rate, net profit margin has increased in 2022. Also, the overall change in return on assets (ROA) indicates that ACME might have invested more in assets rather than focusing on the profitability.

### 2.8.1.5: Market Value Ratio

*Table 6: Market Value Ratio of ACME Laboratories (2017-2022)*

Particulars	Formulas	2022	2021	2020	2019	2018	2017
Earnings per share Ratio (EPS)	Net Income / Average Outstanding Share	1.00	0.74	0.69	0.68	0.67	0.66
Price / Earnings	Price per share / EPS	10	13.5	14.7	14.7	14.7	15.2



*Figure 11: Graphical Representation of Market Value Ratio*

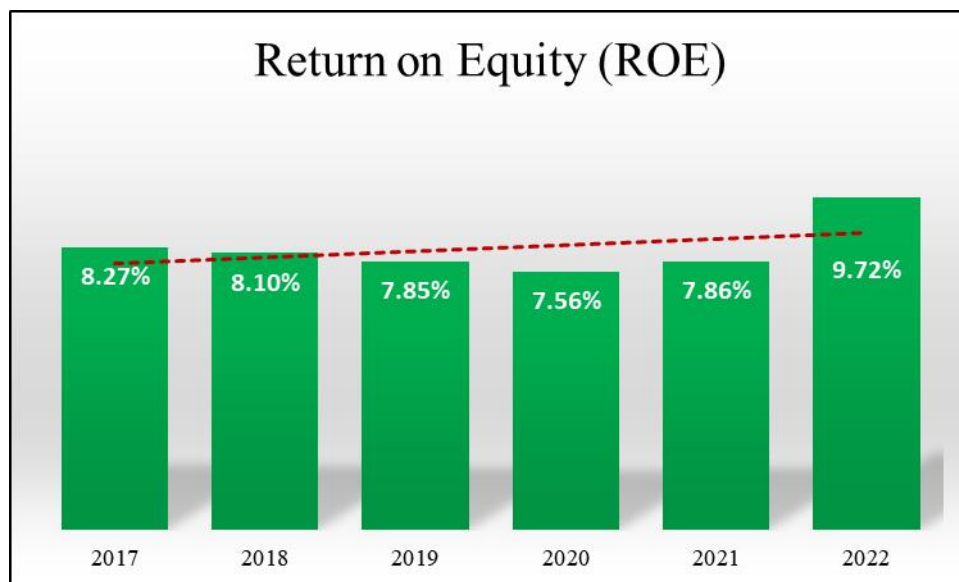
## Interpretation

The share price of ACME is relatively lower compared to the shares of other companies which is somewhat convenient for the investors. In contrast, this also means that the current market value is lower.

### 2.8.2: Du-Pont Analysis

*Table 7: Du-Pont Analysis of ACME Laboratories (2017-2022)*

Particulars	Formulas	2017	2018	2019	2020	2021	2022
Return on Equity (ROE)	Total Comprehensive Income / Shareholder's Equity	8.27%	8.10%	7.85%	7.56%	7.86%	9.72%



*Figure 12: Graphical Representation of Return on Equity*

## Interpretation

From the year 2017 to 2021, the percentages of return on equity are at a decreasing rate which represents a decrease in company's debt. In 2022, the ROE has increased i.e., the net income has increased which is a positive sign for the company.

### **2.8.3 Accounting Practices**

According to the annual report of The ACME Laboratories Ltd. (2022), the accounting practices are prepared under section 184 of Compliance ACT 1994, IFRS, Rule 12 of Bangladesh securities and Exchange Rule 1987, Corporate Governance Code issued by BSEC.

#### **2.8.3.1 Core Accounting Principles**

ACME has been practiced with the use of revenue recognition principle in their annual report containing revenue records of at least five (5) years. Revenue recognition is defined as an accounting principle where the company's revenue which are recognized as soon as the products or services are delivered to the customers (O'Brien, 2022).

ACME procure revenues from the manufacturing of pharmaceutical drugs and medicines through fulfilling the sales target.

#### **2.8.3.2 Method of Accounting**

With the exception of information on cash flows, ACME's financial statements are developed using the accrual method of accounting (2022). Since the earnings, expenses and other items are satisfying the recognition criteria, this method is suitable for the company as per the accounting framework.

#### **2.8.3.3 Accounting Cycle**

Before the audit starts, ACME Laboratories ensures all phases of accounting cycle are covered. Following eight phases are the major steps of accounting cycle:

- Determine transactions
- Prepare journals to record transactions
- Shift journals to posting
- Trial balance
- Create worksheet
- Adjust journal entries
- Develop financial statements
- Book closing

#### **2.8.3.4 Depreciation Method**

ACME's land is not depreciated based on its extensive useful life but held on freehold basis. Straight-line depreciation method is used for amortization of the asset cost. This method is easy going and understandable as it smooths out the net income through the allocation of equal sum to individual accounting period over the useful life of assets, making the expense predictable (2023).

### **2.8.3.5 Accounting Disclosures**

Accounting disclosure refers to certain written records that recognizes organizations financial statements or practices (2022). The prime motive of this disclosure is to apprise the potential investors about ACME's accounting methods and strategies used. Accounting disclosure is an obligatory requirement for ACME Laboratories' annual report. The company provides disclosures that includes, accounting policies along with justification, dividend disclosures, retirement of assets etc.

## **2.9 Operation Management and Information System Practices**

Since 1995, ACME has incorporated their IT practices to modernize the technical areas of work. This has been a successful initiative which is evolving and getting advanced on the basis of the current situational demands. In terms of technological aspects, this holds crucial benefits on the way to modernization of business. ACME's IT has three departments in their division.

### **2.9.1 IT Infrastructure Management**

IT infrastructure refers to the management practices that maintains the IT processes and policies that contains the databases, human resources and outer contacts for smooth and organized IT operations (2020). Employees working under this area are responsible for designing and implementing IT infrastructures through documentation, ensuring standards and its consistency. Three management areas are maintained in this sector. They are:

- System Management
- Network Management
- Storage Management

### **2.9.2 Management Information System (MIS)**

MIS or Management Information System is defined as the analysis of people, automation, corporations and their connections between one another. ACME use this system for decision making, harmonization, power of authority and to visualize the information for the advancement of the company. Responsible individuals who are in-charge of the sector ensures the value growth and profitability of the business.

### **2.9.3 Business Information Technology (BIT)**

The use of information technology (IT) for the betterment of the business to increase and strengthen business performance of the company is termed as Business Information Technology (BIT). ACME has started their BIT operations to offer knowledge while utilizing the computer system for creation and application along with quantitative framework for



resolving business-related issues (2020). BIT creates and deploys complex computer system for business.

## **2.10 Industry and Competitive Analysis**

The major objective of thorough industry and competitive analysis is to interpret internal and external circumstances of ACME Laboratory's competitor companies. Especially after the pandemic period, this approach could be beneficial for understanding market conditions.

### **2.10.1 Porter's Five Forces Model and Analysis**

Porter's model recognizes and analyzes the five competitive forces which would form each industry and help to find out the industry's strengths and weaknesses (Team, 2022). Further analyses are described below:

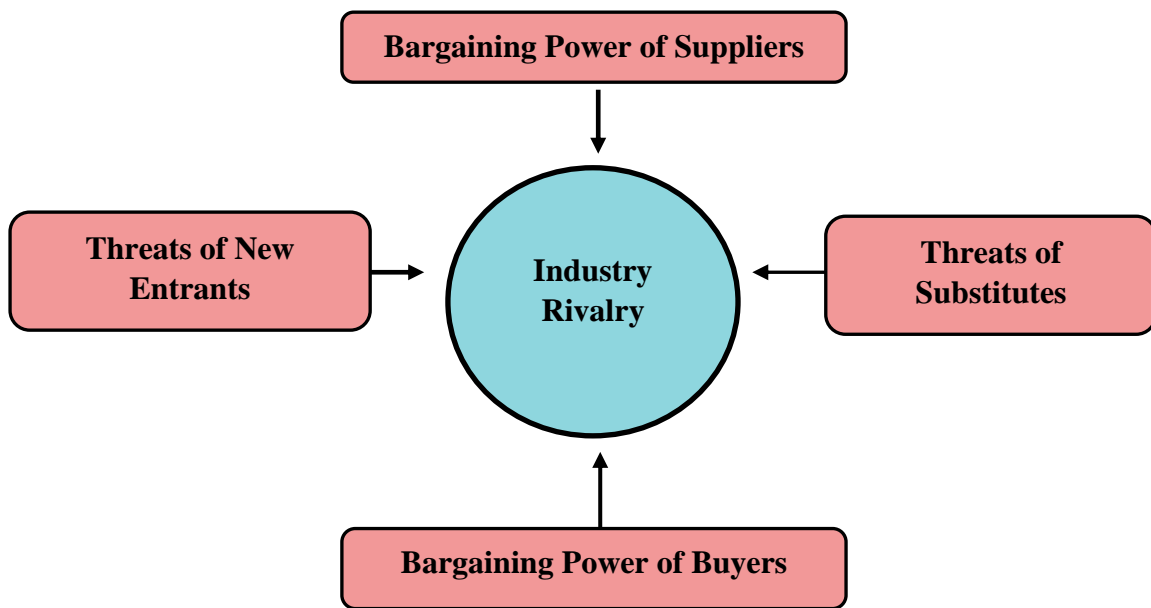
#### **Industry Rivalry**

The competition level between the companies of pharmaceutical industry ranges from medium to strong. The price limitations are fixed and regulated by Bangladesh government for more than 150 different generic categories of medicines. Hence, the non-pricing variables like, brand preference, product quality and customer loyalty are more focused in the pharmaceutical market.

Around 150 functional pharmaceutical manufacturers are in the competition among which 30 companies has taken 90% control over the market. As a result, this competition makes a strong pharmaceutical industry in nature. Since the market's product demand growing slowly, so the competition is fierce. Also, there is strong rivalry because the rate of customers changing brands are low. Due to high exit barriers caused by the need for substantial money and other inputs, rivalry is tended to be fierce.

#### **Threats of New Entrants**

For international enterprises, this industry has substantial entry hurdles as government regulations prohibit them from entering the market unless a joint venture is formed with a Bangladeshi company that owns 50% of the business. High entry hurdles for the possible competitors include initial financial requirements, brand preference, customer loyalty, strict rules from the government which they have to match and get qualified to join this market etc. Due to the industry's profitability and the market's rapid expansion, risks from possible new entrants are particularly significant despite the industry's high entry hurdles.



*Figure 13: PORTER's Five Forces Model*

### **Threats of Substitutes**

The availability of substitute products at entering prices, the degree to which these products satisfy requirements for quality, performance and other pertinent characteristics, and the ease with which customers can shift to substitutes are all crucial factors as these products create competitive pressure. Pharmaceutical items cannot be directly substituted, although there are some circumstances where there are only few alternatives. Generally, ayurvedic, homeopathic and herbal therapy are alternatives to antibiotics. In rural areas, which has a sizable portion of population heavily relies on ayurvedic and homeopathic medicines. In metro-cities, herbal based medicines are more in demand than chemical based ones. Therefore, rural people spend ample amount of money in ayurvedic and homeopathic therapy.

Since these medicines are not manufactured using the modern pharmaceutical equipment, these medicines are found at a reasonable price. As these medicines are less expensive, rural people prefer buying these without knowing the effect of these medicines.

### **Bargaining Power of Suppliers**

Suppliers bargaining strength is comparatively modest in this industry. Since the raw materials are bought from outside, majority enterprises do not need to depend on raw material suppliers. In addition, the industry has a large number of suppliers, and the volume of purchases is considerable, which help both buyers and suppliers to negotiate for better prices. Therefore, both supplier dependence and switching costs are quite low.

## Bargaining Power of Buyers

The customer characteristics of pharmaceutical market are different from other consumer products as the end users are not making the decisions in this regard. Physicians and Pharmacists are the primary decision-makers. Usually, the competitors visit physicians routinely to advertise their products and there are about 120,000 of them across the country. The majority of a company's annual sales revenue, or almost all of its promotional spending, is used to persuade these market segments. Hence, many companies have strong negotiating leverage.

### 2.10.2 SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities and Threats, which is a structure that is used to evaluate the competitive position of a company (Kenton, 2022). This analysis delivers an outline of a company's position whether the firm is healthy or not. SWOT analysis is built on the principle that strategy-making efforts should aim for a good fit with a company's resource capabilities and its external conditions. The SWOT analysis for ACME Laboratories Ltd. is provided below:

*Table 8: SWOT Analysis of ACME Laboratories*

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• High firm reputation as an industry pioneer</li> <li>• A decentralized decision-making framework</li> <li>• Strong and impressive corporate culture</li> <li>• Staff retention</li> <li>• Efficient sales team</li> <li>• Dependable customer base</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Reliance on conventional distribution methods</li> <li>• Manufacturing facilities are managed centrally</li> <li>• Prioritize volume products</li> <li>• Absence of proper assimilation among the functional units and divisions</li> <li>• High production and distribution cost</li> </ul>
<p><b>SWOT</b></p>	
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Heightened awareness of moral obligations and consumer expectations</li> <li>• Increasing domestic market demand</li> <li>• High demand in bordering nations</li> <li>• Due to commercial diversification and the use of the brand, globalization enables ACME to reach international market</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Aggressive marketing tactics used by competitors</li> <li>• Fluctuation of exchange rate are driving up input prices.</li> <li>• Introduction of inexpensive smuggled goods</li> <li>• Rapid increase in bargaining power of suppliers and buyers</li> </ul>

## **2.11 Sister Concern of ACME Laboratories Limited**

- ACME Consumer Products Ltd.
- ACME Agrovets and Beverages Ltd.
- Sinha Printers Ltd.
- ACME Overseas Trading Ltd.
- Sinha Knit Industries Ltd.
- ACME Distribution Ltd.
- ACME IT
- Sinha Knit and Denims Ltd.
- Sinha Sourcing Ltd.

## **2.12 Summary**

Currently, ACME is at the expansion phase as per the results. They ensure best quality medicines for their patients. Their market product life cycle is expanding with the time which leads to better profitability. Besides, other business operations are working with high efficiency which reflects their performance in pharmaceutical industry.

## **2.13 Recommendation**

ACME Laboratories are very focused on marketing and product promotions. They have been improving themselves in the last few years. It is suggested that the company give priority to promotions which is relevant to the people who consume the medicines it provides.

In order to maintain the level of competition, ACME should redesign their business model to aim better profitability.

## **Chapter 3: Project Part**

### **3.1: Introduction**

Training is a continuous process that is planned and implemented for the development of the employees of the company. This initiative is taken for the development of the employees' technical skills, soft skills and also it helps to gain knowledge (Team, 2021). Moreover, it emphasizes on individual and group performance growth of the employees through the Standard Operating Procedure of the organization that prioritizes required trainings or contents to fulfill the targeted objectives.

ACME Laboratories Ltd. ensures all employees are provided with the required training based on their job descriptions and work role. They make sure that employees from all divisions or departments are assigned to the appropriate on-the-job and off-the-job training that focuses their day-to-day work routine. In ACME Laboratories, this area is also known as “Learning and Development” as employees are getting the opportunities to learn more and gather further knowledge.

ACME Laboratories has initiated all kinds of training that includes both soft skill training and technical skills training. From time management, leadership to workplace etiquettes ACME has implemented many soft skill trainings. Additionally, ACME has also advanced their technical skills training opportunities which provides training from MS Excel to ISO9001:2015.

According to the organization, they provide multiple opportunities to the employees to learn which would be beneficial for their own improvements and also for the company. ACME believes that making each individual employee participating in specified training would make them competitive and lead them towards success (2022). Hence, they deliver strong and outstanding performances which then links them to get rewards depending on their performances. Therefore, ACME recognizes the impression of independent excellence on business profits.

### **3.2: Literature Review**

According to Kadiresan, Selamat, Selladurai, Ramendran and Mohamed (2015), training is described as a fundamental part for the employees of a company to enhance their proficiency and achievements. These employees are treated as the major and valuable source of assets for an organization. According to the researchers (Drost et al., 2002), employees' interpersonal skills should be improved by careful planning and diligent implementation of training, since this will better position them for current or upcoming job obligations.

The researchers (Jehanzeb & Bashir, 2013) illustrated that, a proper training combines goal-settings, knowledge acquisition and career growth which is advantageous and practical for both employees and the organization. Through trainings, individual personnel can improve their skills and knowledges to increase performance, job satisfaction and career competencies. Moreover, training offers organizational advantages which includes, market growth, company performance and staff retention.

Obisi (2011) stated in his research that, training is referred as a short-term process and are initiated for specified job purposes. Besides, development is said to be a long-term process which is implemented for general purposes. Additionally, the researcher (Obisi, 2011) also explained that, learning become strongly effective if suitable quality guidance and mentoring are provided to the employees.

As per the author (Karim, 2019), each employee has a different effect of training and development. Training should be created and initiated in accordance with the needs of the organization's profitability and the assigned job responsibilities. The author Dessler (2020) claims that, training needs assessment is a crucial role to play in training process as it helps to figure out the exact skill requirement for the job of the employees. However, Dessler (2020) also stated that employee performance analysis is also a major task for doing Training Needs Assessments (TNA).

On the contrary, (Issurin, 2008) argued that, mixed training programs or combined trainings of different divisions of a company can make the training stressful for the employees. Therefore, learning outcomes can be less than expected. Furthermore, Shelton (2001) explains that, employee satisfaction is the major outcome of a training. A company can expect better performance from the employees only if they are satisfied with the development initiatives that has been provided to them. Karen Shelton (2001) states that, an organization should make sure that they have the effective employees as it would lead to higher profitability in the organization.

According to the author (M.Dancher et al. 2021), employee motivation can be enhanced through new training and development techniques as it will provide with a chance to advance. Employees must take the initiative to serve based on their self-talent brokers by embracing opportunities and adopting a lifelong learning mindset, even while corporation may support and promote learning.

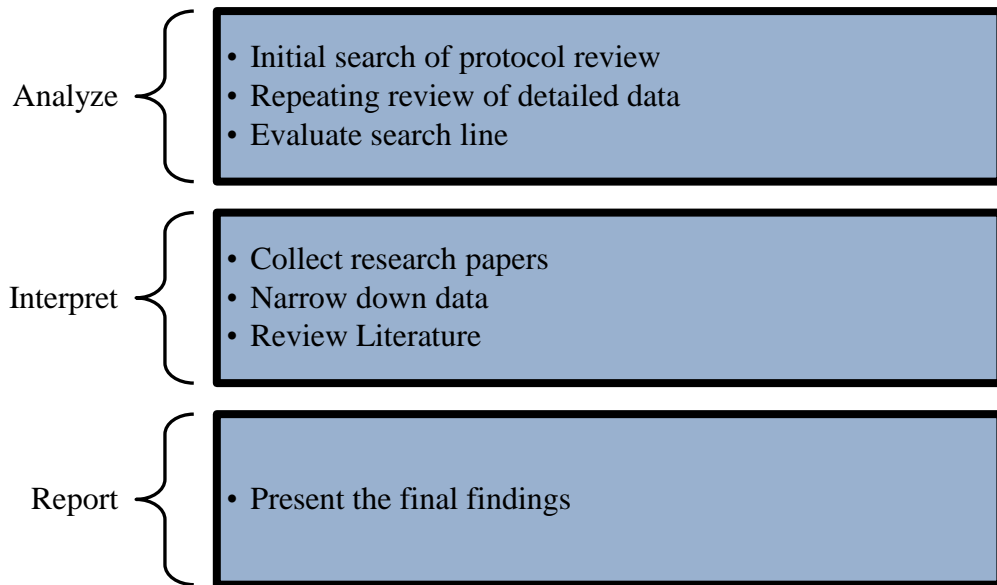
Having said that, the researcher Merchant (2010) claims, employees are better prepared for the future with a proper defined action plan and a company can continue to satisfy both present and future demands. Action plans that detail the precise activities required to get the employee ready for future career progression must be put in writing.

The author (Dessler, 2020) defines that any endeavor to improve present or future management performance through knowledge sharing, attitude modification, or skill development. Managing on-the-job training along with an appropriate succession plan and implementation of action learning, employees can develop themselves and can increase their career growth opportunities further.

Lastly, apart from financial solvency and competitive advantage, training and development makes employees effective and efficient which tends to increase in self-motivation at the workplace and also leads to organizational success (Nda & Fard, 2013). From my point of view, training is one of the primary needs in today's corporate work culture and its development is a basic requirement for company benefit. Therefore, every organization should maintain training needs for employee development and company profitability.

### 3.2.1: Case Study Protocol

A set of plans that is used to do observational research for a project and prepare a structure for further review and systematic statements is said to be the protocol of a case study which is also known as Case Study Protocol or CSP. The paper reviewed the existing literature using the following case study methodology



*Figure 14: Case Study Protocol*

### 3.2.2 Objectives

The prime objective of this report is to understand ACME's training process and purpose of training initiative for the employees. Also, to analyze the effectiveness of trainings in employees' day-to-day work schedule. Moreover, identifying and addressing training issues is also a major part of this report.



### 3.2.3: LR Factors

*Table 9: L.R. Factors of Training and Development*

<b>Citation</b>	<b>Factor</b>	<b>Key Findings</b>
<b>Drost et al., 2002</b>	Proper training plan	Training should be implemented in an industrious manner through a proper planning to enhance the interpersonal skills of employees as it would prepare them for existing or future job responsibilities.
<b>Jehanzeb &amp; Bashir, 2013</b>	Employee & organizational benefit	A proper training is a combination of goal settings, knowledge and career development which is beneficial and useful for both employees and organization. Through trainings, individual employees can improve their skills and abilities in terms of career competencies, employee satisfaction, and employee performance. Moreover, training provides organizational benefits that includes, market growth, company performance and employee retention.
<b>Karim, 2019</b>	Impact of training	The impact of training and development of each employees varies. Based on the requirements for the profitability of the organization and specified job responsibilities, trainings should be designed and implemented accordingly
<b>M.Dancher et al. 2021</b>	New methods of training	Implementing new training and development methods can encourage employees as it would be a growth opportunity for them. The conclusion for talent management is, while businesses may support and promote learning, it's up to staff members to act as their own talent brokers by seizing opportunities and adopting a lifelong learning attitude.
<b>Merchant, 2010</b>	Scope for Career development	Employees can prepare themselves for their future career development with a proper defined action plan and a company can continue to satisfy both current and future demands. Action plans that explain the precise activities needed to get the employee ready for future career progression must be put in papers.

#### **3.2.4: Limitations of Literature Review**

There were restrictions and constraints in literature review. A shortage of pertinent publications has been faced while looking for appropriate details for the project about training and development. The paper faced difficulty to come across the adequate publications of different modes and changes in training and development in recent times.

At present, researchers are focused more into analyzing different methods of training instead of discussing about the implication of proper skill development and employee benefits. Therefore, papers or publications from earlier times has been used to find relevant details and theoretical descriptions for the conduction of literature reviews.

### **3.3: Methodology**

This area of the chapter discusses about research's methodology. Numerous aspects of research design are being included in this section that includes case protocols as well. At last, data constraints have been added to explicate the present situations under which the project research were initiated.

#### **3.3.1: Research Methodology**

Descriptive research method was used for this paper. Descriptive research is a state of research where detailed descriptions are being discussed regarding the earlier and current condition of the affair (Kothari, 2004). A combination of deductive and survey research methods was used. Survey is a research technique through which participants answer some relevant questions of a specific questionnaire regarding the research. In this project, the survey was done based on the training and development of the organization.

On the contrary, derived methodology was also used to collect information related to The ACME Laboratories Ltd. Derived methods refers to pointing out the existing detailed data from multiple data sources. Secondary research has been done from the company's website for required and relevant details different aspects of the company. To be more specified, the company logo on the header and the core values of ACME has been taken from the company's website.

Extracting various internal information was not possible due to the non-disclosure agreement. Also, extracting information would break the confidentiality of the organization. Hence, this paper is qualitative metrics focused. Additionally, this research paper contains few types of representation of analysis. These includes:

- Graphical representations
- Frequency distributions

#### **3.3.2: Data Type**

The study includes both qualitative and quantitative data. In this report, both primary and secondary research data has been employed. For being more specific, nominal data and data analysis were also collected.

#### **3.3.3: Sample Design**

An official method of collecting representatives' sample for a survey from a huge population. A systematic random sampling method were chosen for the project. Around 10 samples were collected randomly from 10 divisions for the research analysis.

### 3.3.4: Research Tools and Techniques

Research mechanisms are considered as the statistical method of data analysis, data collection interpretation and presentation of data (Pandey & Pandey, 2021). Various research techniques were used while doing this research. They are:

- Survey Questionnaires
- Microsoft Excel 2019
- Interview
- Electronic Database

Quantitative information was converted from the qualitative information that has been extracted from the research survey to assess training effectiveness. Following scores were assigned for illustrative statistical analysis:

#### Likert Scale

<b>Responses</b>	<b>Score</b>
Very Unsatisfied	1
Unsatisfied	2
Neutral	3
Satisfied	4
Very Satisfied	5

#### Close-ended Questions:

<b>Responses</b>	<b>Score</b>
Yes	1
No	0

### 3.3.5: Research Settings

The setting of the research is referred as the locality where the researcher conducts the study. Data collection for the research was executed from the natural corporate environment. Trainees were asked to fill out the survey form and were interviewed during the office hour.

### 3.3.6: Data Limitations

Due to company restrictions, there were some limitations while collecting data. The company policy did not allow to disclose certain information or data as it can break the confidentiality of the company. As a result, there might be some gap in the details throughout the presented chapters.

## **3.4: Findings and Analysis**

### **3.4.1: Interview Details**

The interview was delivered by the deputy manager of HR & Administration Division. The sub-sections of this area were based on the particulars discussed by the employee.

#### **3.4.1.1: Purpose of Learning and Development**

The purpose is to enhance the employees' soft skills and technical skills. This department was introduced to increase the company's profitability as well as developing individual employees' interpersonal skills. ACME provides variety of opportunities for the people to learn and grow with numerous career benefits.

Marketing division have a separate training department who provides a continuous support to People, organization and culture department of HR & Administration Division. ACME's strong believe is that the key impulsive force of the organization is the competent employees for the company's development and success. Hence, it establishes powerful bond between the performances and pays.

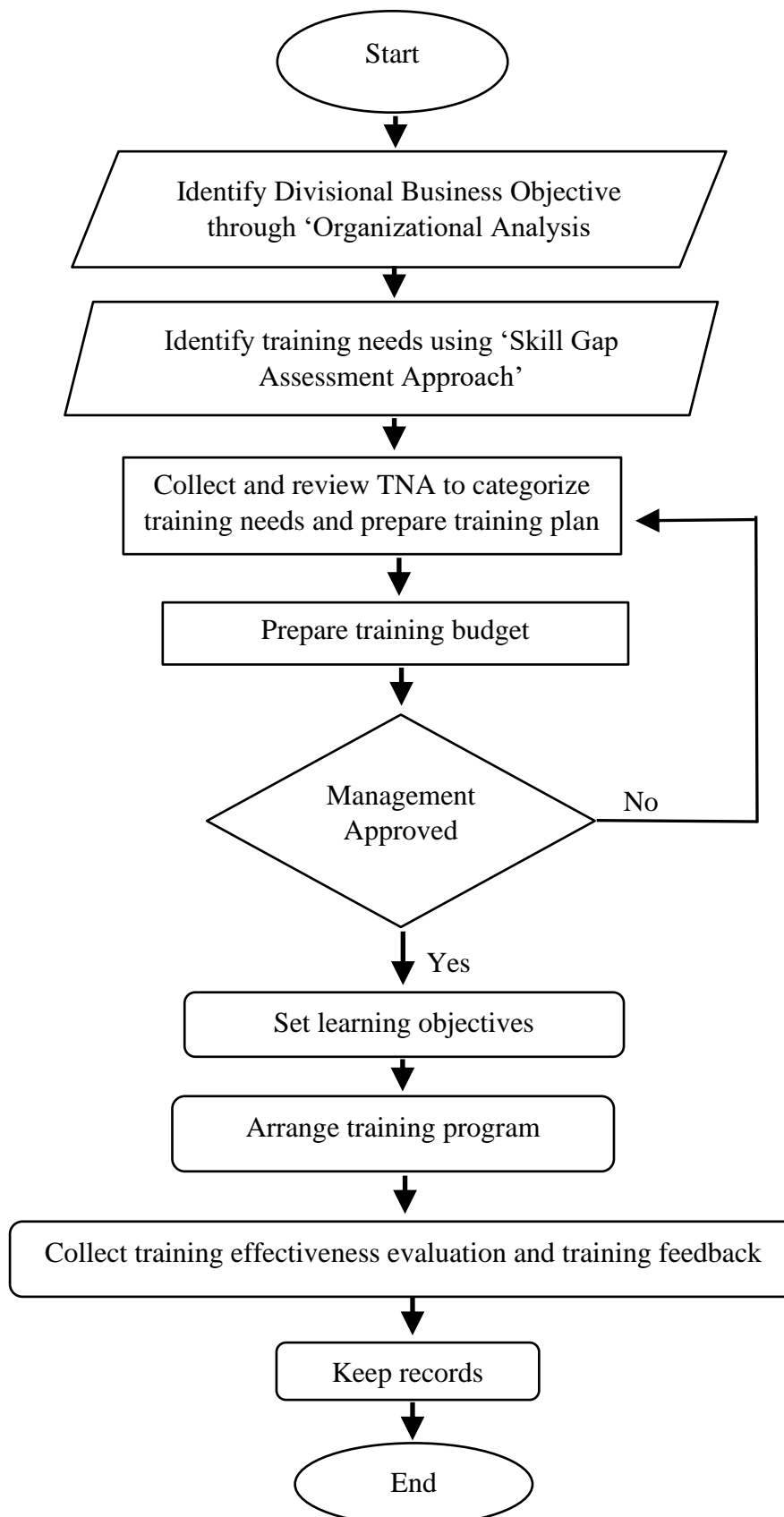
#### **3.4.1.2: User / Participants**

The participants are all the current internal employees from the corporate office and factory of ACME Laboratories Ltd. Based on the performance ratings of each employee, they are being placed to their required trainings.

Apart from this, some common training sessions like new joiners' orientation session and soft skill trainings are provided to all the employees by People, organization and culture development department of HR & Admin Division.

### 3.4.1.3: Data Process System

This process functions manually. The flow chart for this data process system is shown below:



This process is reviewed yearly to ensure that the system is up to date based on the current requirements. Here, Training Needs Assessments (TNA) are done by each division separately which are then collected by HR division to analyze these assessments. After reviewing them, HR categorizes the training needs. Then, the training plan proceeds along with a proper budget plan which are send to management for approval. The department prepares the budget based on the training materials cost, refreshment cost and venue rent. This budget should be in appropriate manner for smooth approval. After the approval, learning objectives are settled by the learning and development department to arrange the training program. Later on, training effectiveness responses are taken from the trainees and send to their assigned supervisors for further evaluation. Also, the team asks for feedbacks from the trainees to improve further. Finally, all these records are documented for references.

#### **3.4.1.4: Current Challenges**

ACME Laboratories, a pharmaceutical company with advanced manufacturing facilities, and effective and efficient corporates, strives continually to ensure that all employees are getting opportunities to develop themselves depending upon their role profile. Training is a continuous process where the management encounters planning issues. As a result, sometimes few employees struggle to focus on their trainings. In spite of this, the training team continuously tries to make themselves updated so that they can mitigate any sort of issues and have minimal failures.

#### **3.4.1.5: Future Expectation**

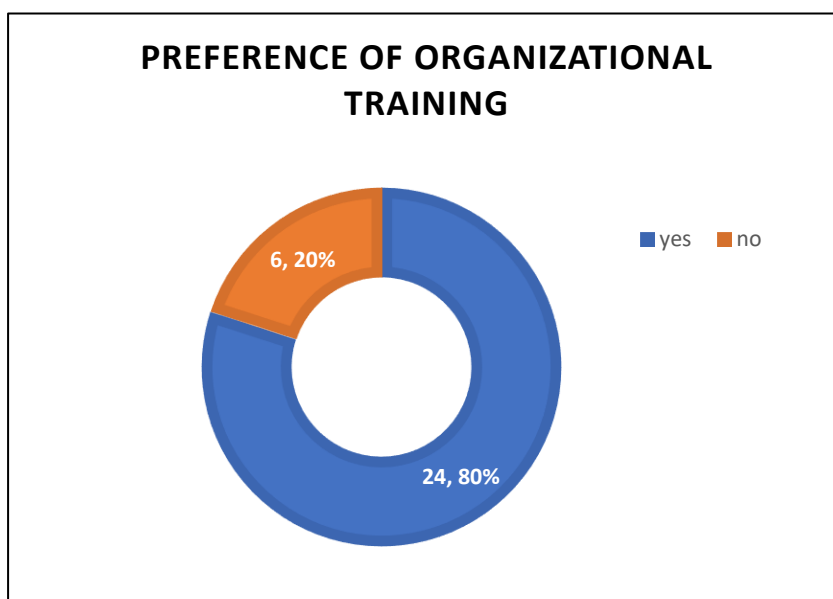
ACME Laboratories foresees introducing more off-the-job technical skill trainings within next 3 years. Making the trainings more interesting and participative is the prime focus for them. They intend to ensure that all their employees are properly trained for employee benefits and to take the company far.

### 3.4.2: Finding from survey

30 employees from ten different divisions of ACME Laboratories given responses for the survey. The statistical analysis and interpretation are as follows:

#### 3.4.2.1: Preference of Organizational Training

Reponses	f(x)	p(x)
Yes	24	80
No	6	20



*Figure 15: Graphical Representation of Preference of Organizational Training*

Employees were asked whether they prefer organizational training or not. Out of 30 responses, 24 of them have given preferences for organizational trainings. On the other hand, rest 6 employees want to learn from their daily works rather than separate trainings.

*Table 10: Statistical Description of Preference of Organizational Training*

Statistical Description	
Mean	0.75
Standard Error	0.09
Median	1
Mode	1
Standard Deviation	0.44
Sample Variance	0.20



The table above represents low data variance. Based on the standard deviation, it is assumed that the data is somewhat grouped around the mean value of the dataset. This specifies that maximum responses are comparable.

### 3.4.2.2: Required trainings

Particulars	Score	f(x)	p(x)
Technical skills	1	8	26.7%
Soft skills	2	8	26.7%
Both	3	14	46.7%
Others	4	0	0

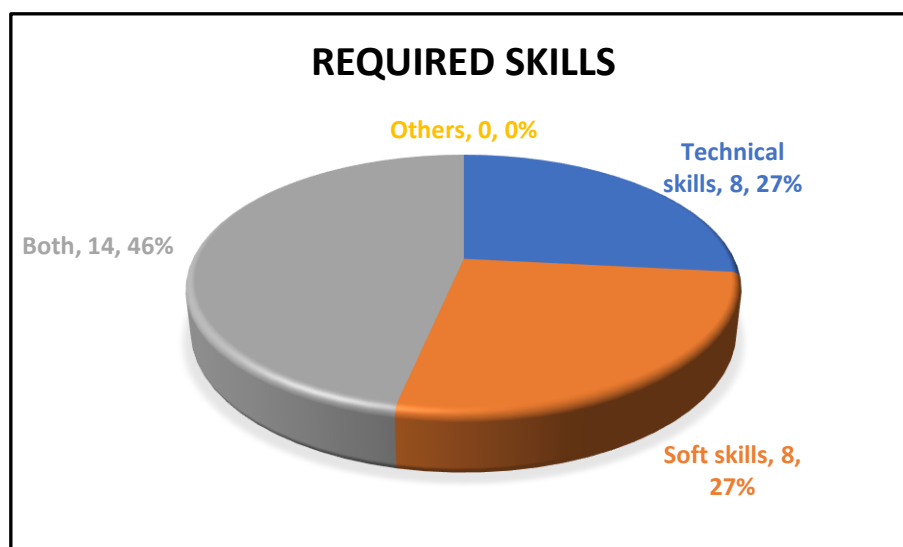


Figure 16: Graphical Representation of Training Required Skills

The above pie chart represents that, 14 out of 30 employees feels the need of both soft skills and technical skills. From the rest responses, 27% prefers technical skill training and other 27% selected soft skills.

Table 11: Statistical Description of Required Training Skills

Descriptive Statistics	
Mean	2.20
Standard Error	0.15
Median	2.00 (soft skill)
Mode	3.00 (Both)
Standard Deviation	0.85
Sample Variance	0.72

The average response is 2.20. This indicates a decent value as it means all employees prefer skill-based trainings that would develop them further. On the contrary, the value of standard deviation represents that there is less disperse around mean.

### 3.4.2.3: Effectiveness of Training

Particulars	Score	f(x)	p(x)
Very Unsatisfied	1	0	0
Unsatisfied	2	3	0.1
Neutral	3	9	0.3
Satisfied	4	12	0.4
Very Satisfied	5	6	0.2



*Figure 17: Graphical Representation of Effectiveness of Training*

According to the bar chart, 40% trainees were satisfied with the trainings that were provided to them by the company. Around 20% were very satisfied after the training. However, rest were neutral and few of them were unsatisfied with the trainings as the employee's faced difficulty while attending the training.

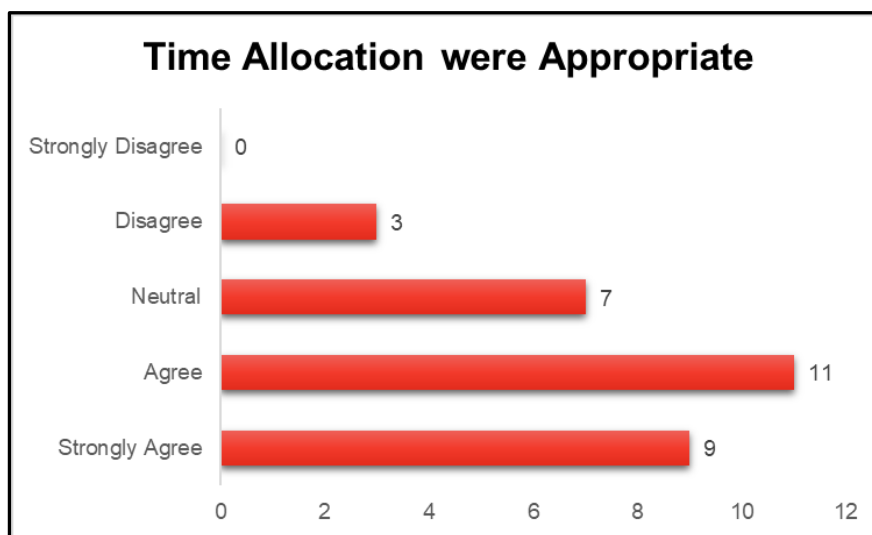
*Table 12: Statistical Description of Effectiveness of Training*

<b>Descriptive Statistics</b>	
Mean	3.70
Standard Error	0.17
Median	4 (satisfied)
Mode	4 (satisfied)
Standard Deviation	0.92
Sample Variance	0.84

The mean value 3.70 is somewhere closer to satisfactory training. The sample variance is lower whereas that standard error is 0.17 which is comparatively less. The median and mode also state that the trainings are satisfactory enough.

#### **3.4.2.4: Time Allocation of Training**

<b>Particulars</b>	<b>f(x)</b>	<b>p(x)</b>
Strongly Agree	9	0.3
Agree	11	0.37
Neutral	7	0.23
Disagree	3	0.1
Strongly Disagree	0	0



*Figure 18: Graphical Representation of Time Allocation*

Around 67% employees agreed and strongly agreed that the time allocated for trainings were sufficient and they strongly supported this training duration. However, 7 employees were neutral about it and 3 disagreed as they felt that the time should have extended.

*Table 13: Statistical Description of Time Allocation*

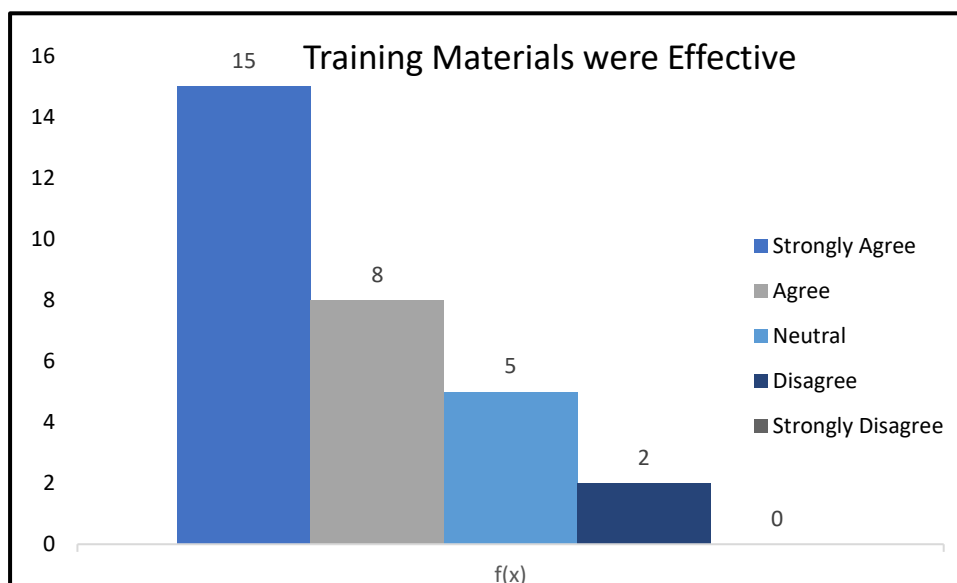
<b>Descriptive Statistics</b>	
Mean	3.87
Standard Error	0.18
Median	4
Mode	4
Standard Deviation	0.97
Sample Variance	0.95

The table above describes that there is least standard error i.e., 0.18 which means that the error is relatively lower. The mean 3.87 indicates that most trainees were supporting the allocated time for training sessions.

In contrast, sample variance was lower than standard deviation which can be taken as a positive training feedback.

### 3.4.2.5: Training Materials

<b>Particulars</b>	<b>f(x)</b>	<b>p(x)</b>
Strongly Agree	15	0.5
Agree	8	0.27
Neutral	5	0.17
Disagree	2	0.07
Strongly Disagree	0	0



*Figure 19: Graphical Representation of Effectiveness of Training Materials*

50% respondents strongly agreed that the training materials were effective. They were able to learn a lot from those materials. Also, 27% agreed to the effectiveness of the learning materials. But, 2 respondents disagreed to this as they struggled while learning.

*Table 14: Statistical Description of Effectiveness of Training Materials*

<b>Descriptive Statistics</b>	
Mean	4.20
Standard Error	0.18
Median	4.50
Mode	5
Standard Deviation	0.96
Sample Variance	0.92

According to the statistical analysis, the standard deviation is 0.96 which represents that the data has been collected very precisely because the standard error is very less i.e., 0.18. Also, the mean value is 4.20 which shows that the employees are highly satisfied with the learning initiatives.

Moreover, the mode explains that majority trainees were strongly agreeing regarding the effectiveness of learning materials.

### 3.4.2.6: Satisfaction on Food Facilities

Particulars	f(x)	p(x)
Strongly Agree	8	0.27
Agree	7	0.23
Neutral	11	0.37
Disagree	3	0.1
Strongly Disagree	1	0.03



*Figure 20: Graphical Representation of Training Food Facilities*

Out of 30 employees, 11 of them were neutral regarding this. Neither they agreed or disagreed about the food. However, 8 employees and other 7 employees strongly agreed and agreed respectively that the provided food for the training was satisfactory.

On the contrary, few employees disagreed to this as they disliked the food arrangements.

*Table 15: Statistical Description of Training Food Facilities*

Descriptive Statistics	
Mean	3.60
Standard Error	0.20
Median	3.5
Mode	3
Standard Deviation	1.10
Sample Variance	1.21

The analysis on the table divulges a mean value i.e., 3.60 which correlates the clustered bar representation. This value is supported by the value of median, mode and standard deviation.

The higher sample variance suggests that the food and refreshments facilities should be improved based on the management initiatives.

### 3.4.2.7: Organization of Training

Particulars	f(x)	p(x)
Strongly Agree	16	0.53
Agree	8	0.27
Neutral	6	0.2
Disagree	0	0
Strongly Disagree	0	0

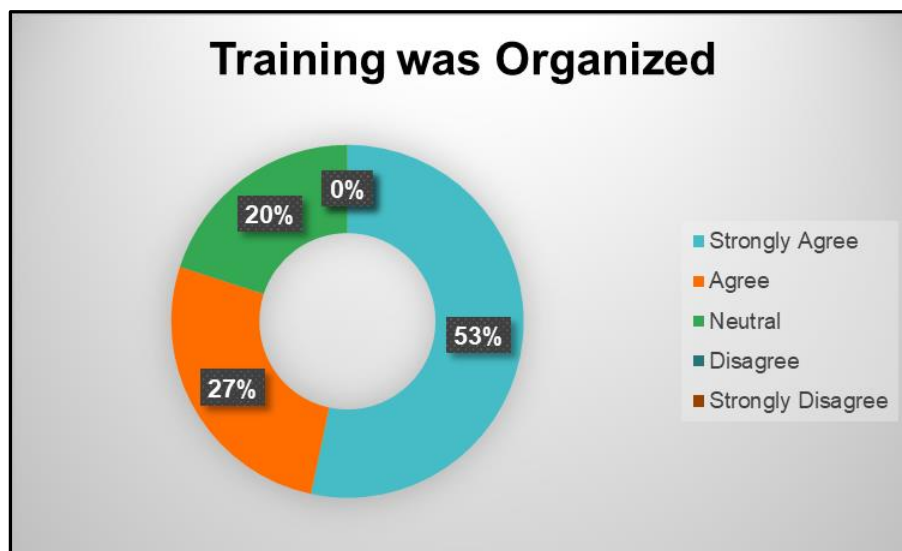


Figure 21: Graphical Representation of Organization of Training

Majority respondents which are around 80% were happy and satisfied with the organization of trainings. Only, 20% of the responded neutrally. They were neither agreed nor disagreed about the organization.

Table 16: Statistical Description of Organization of Training

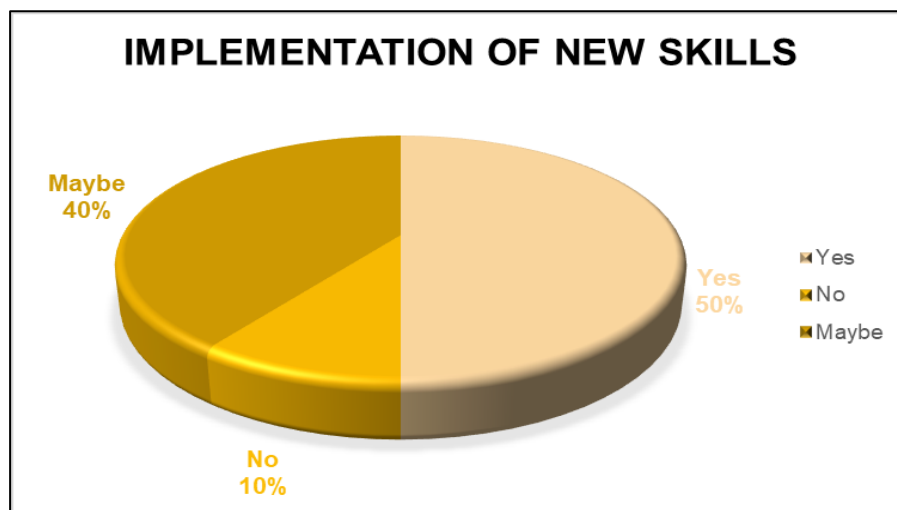
Descriptive Statistics	
Mean	4.33
Standard Error	0.15
Median	5
Mode	5
Standard Deviation	0.80
Sample Variance	0.64

Among all the analysis, least standard error results are for training organization. This exhibits that the organization of training were efficient and effective for both trainer and the trainees. The mean value is 4.33 which indicates that there is a strong positive support from the management for the development of the employees.

In addition, the sample variance is less which shows majority are grateful for training and development management.

### 3.4.2.8: Implementation of Newly Developed Skills

Particulars	f(x)	p(x)
Yes	15	0.5
No	3	0.1
Maybe	12	0.4



*Figure 22: Graphical Representation of Implementation of New Skills*

Half of the respondents claimed that they are able to implement their newly developed skills at their workplace while carrying out their job responsibilities. 40% claims that sometimes they are able to and sometimes they cannot. Only 10% complains that they are unable to implement their skills.



*Table 17: Statistical Description of Implementation of New Skills*

<b>Descriptive Statistics</b>	
Mean	1.30
Standard Error	0.12
Median	1
Mode	1
Standard Deviation	0.65
Sample Variance	0.42

The graphical representation and the statistical analysis outline a comparable data. Moreover, the median and mode value are 1 which says that the respondents are able to execute their new skills while working.

With a standard error of 0.12, it can be summarized that the training department has an adequate organization and proper overall implementation for the employees of ACME Laboratories.

### **3.5 Summary and Conclusion**

ACME Laboratories keeps on innovating their training initiatives based on the current skill demands to keep the employees updated. This would help them to implement their theoretical trainings to practical work roles. Additionally, ACME's employees from both corporate office and factory are mostly satisfied with the training facilities. Despite having trivial lacings, the statistical analysis above explains that, around 80% employees are satisfied with training initiatives and its effectiveness. Therefore, the training process is running at an effective and efficient manner and trying to meet up current skill demands to achieve desired results.

### **3.6 Recommendation**

The report presents the understanding regarding the training and development process of ACME Laboratories Ltd. depending on its primary research and analysis. The company is capable to provide high class training operations for the employees to prepare them according to their job responsibilities. To do that, few recommendations has been pointed out.

First of all, they can arrange more task-based trainings along with creative and innovative training materials to grab trainees' attention towards the training. ACME should redesign update their trainings using 360° to overcome day to day challenges.

Moreover, they should improve the food facilities and the location of the trainings. For example, they should consider finalizing a location outside the office premises which can encourage them to explore more about training. Also, it is recommended that, proper refreshments could turn their full attention towards training lectures.

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## Appendix

### Internship Report Questionnaire

Human Resource Practices: Training and Development initiatives of The ACME Laboratories Ltd.

 [naliana.hrd@gmail.com](mailto:naliana.hrd@gmail.com) (not shared) [Switch account](#) 

\* Required

Do you prefer organizational trainings for your development? \*

Yes

No

What do you like the most about ACME's trainings? \*

Your answer \_\_\_\_\_

What kind of trainings you feel are more required? \*

Technical Skills

Soft Skills

Both

Other: \_\_\_\_\_

How effective do you find the trainings? \*

1      2      3      4      5

Very Unsatisfied

Very satisfied

Please rate the following features: \*

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Time allocated for trainings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training materials were effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food facilities were satisfactory	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The training was organized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Were you able to implement your newly developed skills in your work? \*

- Yes  
 No  
 Maybe

Any comments

Your answer

Submit

Clear form

	A	B	C	D	E	F	G	H	I	J	K
	Timestamp	Do you prefer organizational trainings for you?	What do you like the most about ACME's trainings?	What kind of trainings you feel are more required?	How effective do you find the trainings?	Please rate the following features: [Time allocated for	Please rate the following features: [Training	Please rate the following features: [Food facilities were	Please rate the following features: [The training was	Were you able to implement your newly developed skills in your	Any comments
1											
2	11/2/2023 12:30:21	Maybe	Training Patterns	Soft Skills	3	Neutral	Strongly agree	Neutral	Strongly agree	Maybe	
3	11/2/2023 12:40:50	Yes	Active participation	Technical Skills	4	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Yes	No comments
4	11/2/2023 12:42:24	Maybe	specific points of learning	Both	3	Agree	Strongly agree	Strongly agree	Strongly agree	Maybe	N/A
5	11/2/2023 12:44:09	Yes	each delivery of the training	Both	3	Disagree	Neutral	Neutral	Strongly agree	Maybe	Trainings were very effective
6	11/2/2023 12:46:02	Yes	Concept of training	Soft Skills	5	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Maybe	Soft skills are very important for daily work
7	11/2/2023 12:48:27	Yes	Quick quiz sessions	Soft Skills	5	Agree	Strongly agree	Disagree	Strongly agree	Yes	More training sessions should be conducted
8	11/2/2023 12:52:13	Maybe	Explanations	Both	3	Agree	Strongly agree	Neutral	Agree	Maybe	Training was helpful
9	11/2/2023 12:54:30	Yes	Training patterns	Technical Skills	2	Disagree	Disagree	Strongly Disagree	Neutral	Maybe	N/A
10	11/2/2023 12:56:47	Yes	Training patterns	Technical Skills	2	Neutral	Disagree	Neutral	Neutral	No	
11	11/2/2023 12:56:28	Maybe	Trainers speech	Both	3	Agree	Agree	Agree	Strongly agree	Yes	
12	11/4/2023 13:22:11	Yes	Training method	Technical Skills	4	Neutral	Agree	Neutral	Agree	Yes	No comments
13	11/4/2023 13:23:36	No	Training concept	Both	4	Disagree	Agree	Disagree	Agree	Maybe	
14	11/4/2023 13:24:28	Yes	Trainers speech	Technical Skills	4	Agree	Strongly agree	Neutral	Strongly agree	Yes	
15	11/4/2023 13:26:48	Yes	Group discussions	Technical Skills	4	Agree	Agree	Agree	Agree	No	
16	11/4/2023 13:27:47	Yes	Quick quizzes	Both	3	Neutral	Neutral	Neutral	Neutral	Yes	
17	11/4/2023 13:28:12	Yes	Participation	Both	4	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Yes	
18	11/4/2023 13:29:30	No	training pattern	Technical Skills	2	Neutral	Neutral	Disagree	Neutral	No	
19	11/4/2023 13:36:22	Yes	Group Discussions	Soft Skills	4	Agree	Strongly agree	Agree	Strongly agree	Yes	
20	11/4/2023 13:36:46	Yes	Training materials	Both	3	Neutral	Neutral	Neutral	Neutral	Yes	
21	11/4/2023 13:37:57	Yes	Topic of discussions	Both	4	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Yes	
22	11/4/2023 13:52:03	Yes	Training organization	Both	5	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Maybe	
23	11/4/2023 13:52:35	Yes	content	Both	5	Strongly agree	Strongly agree	Agree	Strongly agree	Yes	
24	11/4/2023 13:53:13	Yes	tasks	Both	4	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Yes	
25	11/4/2023 13:53:43	Yes	creativity	Technical Skills	5	Strongly agree	Agree	Neutral	Agree	Maybe	
26	11/4/2023 13:54:15	Yes	content	Both	5	Agree	Agree	Agree	Agree	Maybe	there should frequent trainings
27	11/4/2023 13:54:50	Yes	learning method	Soft Skills	4	Agree	Strongly agree	Agree	Strongly agree	Yes	
28	11/4/2023 13:56:24	Yes	constructive discussion	Soft Skills	3	Neutral	Neutral	Neutral	Neutral	Maybe	
29	11/4/2023 13:56:47	Yes	short tasks	Soft Skills	4	Agree	Agree	Agree	Agree	Yes	
30	11/4/2023 13:58:08	Yes	Quick quizzes	Soft Skills	3	Agree	Agree	Neutral	Agree	Maybe	
31	11/4/2023 13:58:38	Yes	training method	Both	4	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Yes	