

Internship Report

On

“Micro-learning modules are linked to enhanced retention of the learners and can be geared toward subconscious knowledge acquisition in an organization”

By

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Student ID- **21304082**

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

Bachelor of Business Administration

BRAC Business School

BRAC University

March 2023

Declaration

It is proclaimed as follows:

1. The submitted internship report, prepared by me while pursuing my degree at Brac University, closely resembles my original work.
2. Except as properly referenced and cited, this very report doesn't comprise any content that was circulated or published formerly by any third party.
3. There is no content in the report that has been submitted or accepted at any institution for credit toward another academic degree or credential.
4. I have given credit where credit is due to all significant people and organizations that assisted me.

Student's Full Name & Signature:

Noman Siddique

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Supervisor's Full Name & Signature:

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Din

Senior Lecturer,

BRAC Business School

BRAC University.

Letter of Transmittal

Mr. Zaheed Husein Mohammad Al-Din
Senior Lecturer
BRAC Business School BRAC
University
66 Mohakhali, Dhaka-1212

Subject: Proposition to submit an internship report on “Micro-learning modules are linked to enhanced retention of the learners and can be geared toward subconscious knowledge acquisition in an organization”.

Dear Sir,

It is a compartment of delectation and extolment to be able to submit the internship report in order to fulfill the requirement for my bachelor’s degree in business administration from Brac University alongside working at Square Pharmaceuticals. During those three months, I was gainfully involved in assiduously completing my internship report.

Through my internship experience, I have come to appreciate the nuance between abstract theories learned in the classroom and the practical realities of the workplace. Besides getting some practical workplace notions, I was able to get insights into micro-learning and developing training modules, which helped me scale up my skills tenfold. Additionally, this report was accomplished in a diminutive period of time, as I was only employed there for three months, and with all that work stress it is exponentially difficult to work on the report. Therefore, I presume and implore that you will be considerate enough to overlook any dissonance or inconsistency that might be found in the report.

Lastly, I would be inclined to express my profound gratitude to you for each and every one of your suggestions and pieces of advice, which I fully expect to continue receiving from you in the times to come. Meanwhile, in the intervening period, kindly reach out to me with any queries.

Sincerely Yours

Noman Siddique
ID: 21304082
BRAC Business School
BRAC University

Non-Disclosure Agreement

This agreement is constructed and entered into by and between Square Pharmaceuticals Ltd. and the undersigned student at BRAC University, named Noman Siddique, with a focus on safeguarding the confidentiality of sensitive information of the aforementioned company.

Noman Siddique

Student ID: 21304082

BRAC Business School

BRAC University

Acknowledgement

To fulfill the requirements of Bus400, the culminating course in my bachelor's degree program, this report has been generated.

I would like to thank and extend my sincere appreciation and gratitude to all the people who have contributed to the successful completion of the report. To begin, I want to express my gratitude to Mr. Zaheed Hosein Mohammad Al-Din, my academic advisor, whose unwavering encouragement and watchful supervision made the entire process smooth. I was able to complete the journey flawlessly, thanks to his precise instructions, which kept me on course.

Finally, I would like to acknowledge the contribution of my on-site supervisor, Mr. Sahidul Alam, for assisting me to accumulate the necessary information and providing noteworthy feedback on improving the internship report. Furthermore, I'm grateful to all of my coworkers at Square Pharmaceuticals for their unfailing assistance with their collaborative and informative sessions.

Thank you.

Sincerely Yours

Noman Siddique

ID: 21304082

Executive Summary

This internship report is disseminated in three segments to explain the effect of micro-learning on improved knowledge retention and the facilitation of subconscious learning within the organization.

The first chapter unveils the comprehensive conversance, experiential apprehension, implications, and hurdles I have encountered over the course of my three-month internship. In the second chapter, the overview of Square Pharmaceuticals, its mercantile conquest, human resource procedures, strengths and shortcomings, financial ratios, training frameworks, and marketing strategies are all laid out in detail. In the third chapter, this report extensively investigates and delves deeply into the significance of micro-learning in increasing learners' retention and facilitating subconscious learning. Additionally, this report dives deep into finding the loopholes and shortcomings in implementing micro-learning as a training method. Lastly, reinforced with statistical insights, some thoughtful recommendations have been offered to resolve the issue.

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Chapter 1: Overview of Internship

1.1 Student's information

Name: Noman Siddique

ID: 21304082

Focus (major & minor): Human Resource Management (HRM) & Computer Information Management (CIM).

From: BRAC Business School, BRAC University.

1.2) Internship Information

1.2.1) Internship site:

Duration: 30/10/2022 to 29/11/2022.

Company Name: Square Pharmaceuticals Ltd.

Department/ Division: Human Resource Department.

Address: SQUARE Centre 48, Mohakhali C/A Dhaka 1212, Bangladesh

1.2.2) Internship Company Supervisor's details

Name: Shahidul Alam

Position: Senior Manager

Mr. Shahidul Alam has been my supervisor throughout my three-month long internship in the human resources department at Square Pharmaceutical. Training and development, as well as enterprise resource planning, fall under his purview of supervision. He is directly involved with the part of organizational development and employee development plan. According to the employee's pre-training and post-training feedback, his team alters the further scheme for the training methods, appropriate resource person, and training materials. The training and development team also includes Mr. Mozammel Hoque, who is working as a senior executive

along with Mr. Abdur Rahman who is working as an executive. I have assisted both of them in accumulating and synthesizing responses from the employees. Mr. Shahidul Alam and his team also gather 360-degree feedback from subordinates, superiors, and clients to get a full picture of each worker's performance. I feel fortuitous to be able to work with them, which enabled me to learn and gather inordinate amounts of experience in human resource management that will be translated into my professional workplace.

1.2.3) Job Scope

Status: During my internship with Square Pharmaceuticals' Human Resources department, I worked in the department's learning and development section, where I had the opportunity to do the spadework for microlearning modules.

Responsibilities: In my internship, I was tasked with creating microlearning modules that would be played during lunch and subtly impress upon the employees a meaningful message. At the outset, I had to come up with a topic that would be significant in the professional setting and would be helpful for the employees. The messages can be any advice for employees on how to conduct themselves in a more businesslike manner while on the job. Individuals can learn the skills they need to bring their leadership game into play more effectively through the contents of the modules. Also, the topic can include any awareness messages like skin infections, conjunctivitis, dengue disease, and the stringency of COVID-19 to make the employees prepared for any potential risk or eventuality. The topics can be anything from a simple, timely update of a trendy message to a more introspective call to action aimed at boosting morale among the staff. My supervisor would choose the subsequent topic for me to research and write about after I submitted a list of possibilities. Once I settled on a topic, I would delve into it by reading numerous articles, skimming the Harvard Business Review, scanning leadership magazines, watching relevant videos on YouTube, and conferring relevant journals. Then I would compile a draft, accumulating all the points that I had come across on my own along with the facts that I had gotten from the aforementioned sources. After I would get the draft checked by my supervisor, I would work on compiling the points as per the supervisor's suggestion. Afterward, I would get to work on an animated video to illustrate the points I had made in the outline. After ensuring that the video and audio components worked properly, I would finish by including some soothing music to lift the spirits of anyone watching the microlearning videos. This will ensure that they are not bored during the delivery of the message, thereby maximizing their ability to retain the information.

In addition to these, I have also worked on the production of video guides for new hires on how to complete their respective forms of personal information. Moreover, I have assisted in summarizing and categorizing the resumes of prospective employees. Additionally, I have helped compile and summarize post-training surveys to assess employee learning and identify development needs. Furthermore, I have also assisted the employees in arranging interviews, facilitating communication with conceivable candidates, and keeping them abreast of further activities.

1.3) Internship Outcomes

1.3.1) Contribution to the company

The instructional video for the personal information form that I made, will ease the process for the company. Through the video, the new hires will receive a comprehensive explanation of the personal form's fields, something they wouldn't get from reading the instructions. The demonstration will greatly accelerate the process while also reducing the number of errors. Moreover, the new employees will feel more engaged as they will hear the warm, welcoming voice and detailed instructions.

My audio-visual modules prompted staff members to adopt a more businesslike demeanor in the workplace. The employees were enthused by the modules, and they were motivated to take greater precautions against epidemics and rising infectious diseases. In addition, after implementing some of the modules' lessons, they saw an increase in productivity that was visible in their workplaces. In addition to learning the ins and outs of Corporate Pathagar through the modules, new hires also received background information on the company's founding chairman and its overall mission. As a result, they will be more motivated to put in extra effort and maintain consistency as they work toward a common goal that will ultimately benefit the business.

I have also helped summarize the training responses and enlist them in the relevant spreadsheets. No consistent theme can be discerned among the feedback and recommendations provided in the program effectiveness form. I have tried to categorize the suggestions and their feedback in a way that paved the way for the HR officials to skim through them in a shorter period of time. As a result, they were able to save time and effort by not having to spend so much time on mundane tasks like summarizing and categorizing feedback, allowing them to instead focus on more strategic initiatives like analyzing the results.

I have also encapsulated the candidate's resume and created an outline for keeping them apprised of the status of their interview. As an added measure, I've called them to check in on their

progress before our scheduled interview. Following their arrival, I facilitated them and accompanied them to the interview panel. Following that, I informed them as to whether or not they had been chosen. It was also one of my responsibilities to notify those who ultimately proved successful in being selected for an interview that they would be subjected to a medical examination. Additionally, I would let them know when they would be expected to report for induction and what official documents they would need to bring with them. All these time-consuming and repetitive tasks done by me would boost the productivity of the employees as they were not bogged down with the mundane tasks of handling so many potential candidates. To conclude, my academic, practical, technical, and communicative skills came in handy to my supervisor, his team, and other affiliated teams, allowing them to focus more on pressing matters.

1.3.2) Benefits to the students

This was the first time I was exposed to a professional setting where I had the opportunity to observe the operations up close. Organizational life provided me with invaluable opportunities to put my theoretical understanding of human resources (HR) to practical use, expanding my horizons and deepening my expertise.

I have participated in many procedures that I had previously only read about in books, such as the recruitment and selection of candidates, the formulation of training requirements, and the assessment of training effectiveness. Because of the necessity of working with multiple teams to acquire such a breadth of hands-on experience, my empirical knowledge and compatibility have both been enriched. More importantly, the wide range of experiences I've had as an intern have equipped me with a wide range of hard and soft skills that have made me more competitive in the professional world.

Furthermore, I have also extended my professional network while working in this organization, as the employees know my potential and enthusiasm toward work. As an additional measure, I have also improved my LinkedIn profile and made an effort to connect with more professionals both inside and outside of my organization.

In addition, the team leaders were prompt to schedule a one-on-one meeting with me, which provided me with a much more in-depth introduction to the teams' respective roles and responsibilities. Even the supervisors' sessions, which were delivered in a sequential fashion, have been arranged according to a schedule that I have maintained. In conclusion, I am better equipped to handle HR-related tasks and have gained a deeper understanding of the field as a whole thanks to this internship.

1.3.3 Problems/Difficulties during the internship period

Here are some of the challenges I've encountered during my internship:

1. There were times when I was required to work for nine hours straight, which was physically demanding and exhausting. After a long day of work, I often found myself too fatigued to sit down and compose a thorough internship report.
2. Even after finishing a microlearning module, I sometimes had to make changes to the module's script or animation, which can be demotivating.
3. Since interns aren't usually provided with a means of transportation, I sometimes found it challenging to arrive on time due to a lack of available transport and heavy traffic jam.

1.3.4. Recommendation

1. Firstly, there is a plethora of manual processes that can be replaced by an automated system, particularly that of the medical promotion officers. Moreover, Key responsibility areas (KRA) can be delegated to encourage interns to work hard and make the most of their time.
2. With some rearranging of priorities, the company's timeframe can be made more fluid, and employees might be allowed to cut their hours down to eight each day.
3. The employees might need training on how to make more economical use of the printer and paper. Unfortunately, there are times when there is a substantial amount of wasted paper due to unnecessary printing. The need to print numerous copies of supplementary materials can be minimized with the help of a well-organized database.
4. Interns can be entrusted with systems like Human Resources Information System (HRIS) and SAP Enterprise Resource Planning (ERP), which are used for employee retention and incentive management.

Chapter 2: Organization Part

2.1 Introduction:

2.1.1 About Square:

The Square Group is a Bangladeshi conglomerate that operates in a number of different industries, including the Pharmaceuticals, agricultural, textiles and consumer products sectors. Foresighted businessman and benefactor Samson H. Chowdhury established the organization in 1958.

The Square Pharmaceuticals Limited is the most prestigious member of the Square Group and was first established as a privately held company in 1958. It became public in 1991, and since then, it has grown to become one of the most prominent pharmaceutical companies in Bangladesh, holding a proportion of the market that is more than 20%.

Square Textiles Limited, which was incorporated in 1992 as a subsidiary of Square Group and is regarded as one of the most notable textile factories in Bangladesh that manufactures cotton, linen, and garments of a very top standard.

Founded in 2006 as a wholly owned subsidiary of Square Group, Square Food and Beverage Limited produces and sells a variety of beverages and foods, such as fruit and vegetable juices, dairy items, and sweets.

As a part of Square Group, Square Toiletries Ltd. ranks among the major FMCG firms in Bangladesh. The firm sells over fifty items under twenty distinct brand names in the health and wellness, dental care, personal care, home care, and other categories.

2.1.2 Mission of SPL:

Square Pharmaceuticals Ltd. is committed to delivering cutting-edge, cost-effective healthcare products and services that enhance people's lives. The organization has consistently been devoted to its original goal of delivering elevated healthcare to people of all socioeconomic backgrounds. The mission of Square Pharmaceuticals is to enhance people's health and quality of life via the provision of pharmaceuticals and ancillary services. They adhere to the highest moral standards in conducting business, protecting the interests of all of their stakeholders and the community as a whole.

2.1.3 Vision of SPL:

Square Pharmaceuticals Ltd adheres to business as a tool for advancing the quantifiable and communal well-being of shareholders, creditors, employees, and the community on the whole, generating wealth through material and ethical gains as a byproduct of the development of human civilization.

2.1.4 Objective of SPL:

To realize the vision articulated by their purpose, Square Pharmaceuticals Ltd will operate their company in an unequivocal and evident manner, relying on the market structure and remaining within the bounds of the law and society.

2.1.5 Corporate Focus:

SPL's goals, as well as their vision and purpose, are to place an emphasis on the exacting requirements of the products, procedures, and operations that they provide, which will inevitably lead to the expansion of their business while adhering to ethical business standards.

2.1.6 Business Slogan:

The tenet of "caring for life" is one that SPL never abandons.

2.2 Company Overview:

2.2.1 Business Development and History:

The pharmaceutical industry in Bangladesh is flourishing because almost 98% of the country's medical needs are met by regional organizations. The domestic enterprises not only produce enough medication to fulfill national needs but also export to a number of other nations. Insulin along with hormones, and medications for the treatment of cancer are all products of Bangladesh's pharmaceutical industry. The pharmaceutical sector in Bangladesh has reached a total of \$3.2 billion in revenue by 2021, representing a year-over-year growth rate amounting to 10.72%. There are a total of 284 allopathic pharmaceutical firms that are registered to operate in the Bangladeshi market, with 213 of those companies actively operating. The leading 10 domestic pharmaceutical companies have a grasp on 70% of the existing market share. (*Bangladesh Association of Pharmaceutical Industries, 2021*). According to the company's financial statements for the fiscal year 2021–2022, Square Pharma commanded an astounding 18.74% market share. Comparatively, its nearest rival Beximco controls 9.31% of the market, and Reneta, the second-closest rival, has 5.16 %.

With a market value of approximately BDT 193 billion, which translates into USD 2.26 billion, Square Pharma is the most extensive pharmaceutical company in terms of market capitalization. According to the most recent annual report, 45 different countries receive Square Pharma's exports, which include the United Kingdom (UK), the United States (USA), Malaysia (MY), Singapore (SG), and Hong Kong (HK). A total of 300 different molecules, both off-patent and on-patent, in a variety of dosage forms are included in the pharmaceutical finished products exported by Square Pharma. Additionally, it aids other businesses in the cost-effective transfer of technologies and streamlines contract manufacturing. The value of exports increased by BDT 300.27 million, or 12.77 percent, from BDT 1,507.74 million at the previous year's end to BDT 1,700.27 million in the current year. During the analyzed time frame, the number of available products increased by 49 (all of which were well-received by both medical professionals and regular consumers), while the number of products removed increased by 21 (due to better formulaic options being available, smaller markets, or inadequate regulatory oversight). Most significantly, Square Pharma has launched its first commercial manufacturing plant in Kenya, from which it will distribute pharmaceuticals throughout the East African region and Kenya itself. (***"Square Pharma Gets Go-ahead to Start Manufacturing in Kenyan Factory," 2022***) Square Pharma currently employs 11199 people, among whom 5747 hold executive or managerial positions, 2514 are non-executives, and 2938 are workers. As the company's founder Samson H. Chowdhury, once said, "If you stop you will be run over,"; all employees share a commitment to maintaining quality and working tirelessly to continuously improve themselves. (***Mufazzal, 2021***)

Originally established as a partnership firm in 1958 by Samson H. Chowdhury and three other friends, Square Pharma transitioned to a private limited company in 1964. In 1985, Square Pharma surpassed both domestic and foreign rivals to become the industry leader; by 1987, the company had established itself as the industry forerunner in exporting pharmaceuticals. The company became a public limited company in 1991 and then announced an initial public offering of ordinary shares in 1994. The company began mass-producing APIs (active pharmaceutical ingredients) in 1995, when it was also listed on the stock exchanges in Dhaka and Chittagong. The company has been selected as a global supplier by UNICEF since 2002 and has been recognized for being ethically and socially conscious in terms of business practices with awards from the Banker's Forum in 2006. In 2009, the company received certification from the UK Medicines and Healthcare products Regulatory Agency (MHRA) and the Food and Drug Administration (FDA) of the USA, adhering to WHO's good manufacturing practices. Both the HSBC Export Excellence Award and the ICMAB Best Corporate Award were presented to Square Pharma in 2016. In addition, the National Export Trophy for 2018, 2019, and 2021 was also bestowed upon it. Square Pharma was recognized as a leading enterprise in the field of large-scale industry and awarded the prestigious "President's Award for Industrial Development" in 2019. Finally, in 2021, the Large Taxpayer Unit (LTU) of the National Board of Revenue (NBR) singled out Square Pharma as a leading taxpayer in the country.

Company growth under current CEO Tapan Chowdhury's stewardship has been brisk and steady. Square Pharma's net profit soared to 13.98% after taxes, reaching BDT 18.18 billion from BDT 15.95 billion in the prior fiscal year. Also, the firm's earnings per share (EPS) for the year were BDT 20.51, up from BDT 17.99 the year before.

2.2.2 Subsidiaries of Square:

Since its inception, Square Group has aimed to broaden its scope and diversify its operations across a variety of industries. Square Group encompasses a wide range of companies, each of which is a viable business in its own right and has done well while preserving the heightened standards set by Square Group as a whole. The Square Group includes the subsidiaries that are listed below in pictorial form.



Figure 1: Sister Concerns of Square Group

2.2.3 Core Competitors:

Since 1985, Square Pharma has been Bangladesh's undisputed market leader in the pharmaceuticals sector. During this time, Square Pharma has been subjected to some stiff competition from its rivals, prompting the company to improve its infrastructure in order to keep up. Listed below are some of Square Pharma's most formidable current rivals.

Renata Limited	BEXIMCO
Beacon Pharmaceuticals Limited	Reckitt Benckiser Pharmaceuticals Inc.
Incepta Pharmaceuticals	ACI Pharmaceuticals

Figure 2: Key Competitors of Square Group

2.2.4 Functional Departments:

One of the country's most successful and largest conglomerates, Square is the largest pharmaceutical company in terms of both revenue and market capitalization. To maintain such a huge volume of operations across the country, the company necessitates several functional and specialized departments. Because of the interdependent nature of the workflow, the various departments can perform cross-functional roles; however, this is merely an example of the complexity that Square Pharma must introduce in order to streamline its operations. Listed below are the various functional departments that make up the organization.

Human Resources Department (HRD)	International Marketing Department (IMD)
Product Management Department (PMD)	Technical Service Department (TSD)
General Service Department (GSD)	Internal Audit
Accounts and Finance Department	Production Department
Information Technology (IT) Department	Quality Control Department
Engineering Department	Quality Assurance Department
Distribution Department	Medical Services Department (MSD)
Material Management and Inventory Control	Quality Management and Audit Export Markets and Products
Sales Department	Supply Chain Management
Product Development and Validation	Share and Corporate Affairs

Figure 3: Functional Departments of Square Pharma

2.2.5 Market breadth and Product range:

As Square Pharma has been operating for decades, its product offerings are prominent and varied. Products ranging from pharmaceuticals to herbal remedies to nutraceuticals to agrochemicals to pesticides are manufactured by Square Pharmaceuticals Ltd. As of June 30, 2022, there were a total of 910 products being circulated by Square Pharma in the market.

Capsules, infusions, tablets, liquids, tropical powders, insulins, sprays, gels, inhalers, nebulizers, creams, ointments, and a plethora of other formulations are all included in this broad category of products. Among all these 910 products 673 are solely pharmaceuticals products, while the remaining 237 include agroveter, crop care, herbal and nutraceuticals.

Moreover, Square Pharma's prospective export market comprises more than 45 countries. With a value of BDT 1700.27 million, exports in the fiscal year 2021-2022 increased by 12.77 percent from the previous year's total of BDT 1507.74 million. Export destinations for Square Pharma products have included the United Kingdom, Costa Rica, Panama, Malaysia, Hong Kong, Sri Lanka, Singapore, the Maldives, Vietnam, and Iraq, among many others.

2.2.6 Training in Square Pharma:

Square Pharma's stellar team of employees, state-of-the-art equipment, and unwavering dedication to customer service and humanity are all factors in the company's rise to prominence. Square Pharma is always high-spirited to scale up community health with not only its leading-edge products but also with varied product range. And if the people behind manufacturing and management aren't up to snuff, that quality can't be communicated to the customer.

The Human Resources department of Square Pharma is unceasingly making an effort to train the employees, improve the quality of their performance, and ensure their welfare. Training in this ongoing process may be delivered either by internal company experts or by external experts located anywhere within or outside the company's physical premises. There is a sophisticated qualitative approach known as the performance management system (PMS) that is used to get the drift of employee needs and address them accordingly in every quarter. Square Pharma places a variety of Employee Relations Programs (ERP) to its employees' disposal, coupled with its definitive Human Resource (HR) Development courses.

The supervisor-employee relationship can benefit from well-planned trainings like these by reducing signs of displeasure and unfulfillment on the part of both parties. The company's training initiatives have resulted in increased supervisor-staff engagement and employee productivity, both of which have helped reduce employee turnover. Employee morale gets bolstered, and company loyalty increases as a result of these training programs. Moreover, if the product is not something unheard-of or inimitable, then the company can only rely on the transcendence of its employees to get a competitive edge. To achieve that eminence, very few things can be better than far-reaching and personalized training. Training that is well-designed, coherent, and optimized gives workers a better chance to apply what they learn to their specific jobs and advance their careers. This training approach encourages creative problem solving within the company, which translates into better product design and higher quality, which in turn

leads to the acquisition of new customers and the retention of the older ones. In addition, by providing continuous leadership development training, businesses are able to groom the next generation of business movers to steer the company into exciting new dimensions.

2.2.7 Different Types of Training Programs in SPL:

Currently, Square Pharmaceuticals offers three distinct forms of training, as listed below:

1. Managerial and Executive training
2. Non-executive Training
3. Field Force Training

For those who work at the front lines of customer service and sales, field force training is tailored to their unique needs. Additionally, there are four distinct phases to field force training that occur in a specific order. Four phases of field force training are depicted below:

- Induction Training
- Foundation Training
- Leadership Development Training
- Refresher Course

Induction Training:

All the entry-level positions in the field force, like Medical Promotion Officer (MPO), Sales Development Officer (SDO), and Sales Promotion Officer (SPO), receive this preparatory training. This training is required to make the employees familiar with the production procedures, functions of different departments, and established norms of the company. The HR Department (HRD) plays a pivotal role in orienting and instructing these workers, providing them with an overview of the interdepartmental processes and regulations enforced in the factories.

Foundation Training:

Given their newfound responsibility for supervising a team, territory managers (TM) receive this specialized training. Once the MPOs have amassed enough experience and proven themselves competent across a variety of metrics, they are eligible for promotion to the position of territory manager.

Leadership Training:

Regional Sales Managers (RSM) get this training as they require to fine-tune their leadership prowess in order to be instrumental in leading an enormous bunch of people in their region. A RSM is responsible for leading a geographic region that is divided into five or six sectors, each of which is overseen by a territory manager and contains a number of MPOs. In order to lead such a larger amount of workforce the regional sales managers are furnished through this training.

Refresher Course:

In order to maintain their dominant position in the market, MPOs need to take this course to revamp their existing knowledge of the products and their specified market. Regular monthly participation at this training is required for MPOs. The training is broken up into a pre-test and a final test that can be used by their supervisors to gauge how well they've learned.

2.2.8 Why is training needed?

In this era, rising profits and steady expansion are getting harder to achieve in the face of fiercer competition. Now more than ever, human capital is a company's most valuable asset as it strives for expansion in today's cutthroat business environment. Once a product reaches maturity, it becomes extremely difficult to come up with a groundbreaking new technology that competitors can't replicate. In this case, the price becomes intrinsically linked to the product's ability to attract customers if it is not truly unprecedented. Customers will always choose the less expensive option if the technology or design of the product can be imitated by competitors. As a result, businesses are always looking for new ways to improve their operations, including the quality of their customer service and the innovation of their products. It takes personalized training to get the staff to the point where they can provide excellent customer service and come up with new and exciting product designs.

In addition, staff members are more likely to remain enthusiastic about their jobs when they receive training that helps them better perceive their own abilities and better align with their long-term career goals. Moreover, staff members who have received training report feeling less dissatisfied with their jobs and having a more positive relationship with their supervisors. Managers are employees' first and most influential trainers, so they have the power to mold them into future leaders by teaching them new skills and providing them with feedback. Dedicated leadership workshops also assist the employees' in being sewed-up for future challenges by honing their leadership skills.

In addition, since the field force will be working closely with the point of sale, they will need to receive adequate training. As they personally approach doctors and other medical professionals to promote, they must have in-depth product knowledge. In addition, they should know how to present themselves professionally, dress appropriately, and adhere to the company's values and standards of conduct. All of these goals can only be achieved through proper training and demonstrations. The human resources department of SPL has two wings that directly work with the employee's training. Executive and non-executive staff members who spend most of their time in the office are directly under the purview of the Learning and Development department. And the field force department directly operates the training of the employees that directly work in the field

2.2.9 The Whole Process of Training:

It takes a lot of trial and error, consistent and methodical effort over time for a business to establish a reliable training and development program. All training programs are developed in accordance with the company's long-term and short-term strategies, business plans, and the HR department's capacity, roadmap, policies, and courses of action. At the outset, a plan for employee training is proposed with an eye toward the development of the business. Following that, a training program is illustrated after the training requirements have been analyzed. Finally, the training program is put into action, and its efficacy is evaluated across a variety of workplace contexts. A successful training program follows the ADDIE (Analysis, Design, Development, Implementation, and Evaluation) model, and the program can be broken down into seven steps of instructional design.

1. First, Square Pharma will survey its workforce to ascertain its training requirements, after which it will settle on a specific and measurable training objective.
2. Secondly, from the trial phase, Square Pharma singles out any demotivating factor that may affect rest of the trainees.
3. Square Pharma creates a conducive learning environment for its trainees by taking their individual characteristics into account.
4. Afterwards, Square Pharma settles upon the type of training and the mode of training that is to be carried out.
5. Furthermore, the training tools and instruments are sifted out by Square Pharma and the instructive and suggestive manuals are designed.
6. Then Square Pharma facilitates more seamless transition when transferring training to the work setting.
7. Finally, they evaluate, track, and always strive to enhance the training's effectiveness based on feedback and participant reports.

How SPL Conduct Training Need Analysis:

Every organization must plan training initiatives that will increase output while remaining within budget constraints and boosting overall business profitability. It's an imperative responsibility of the HR department to carefully plan who needs what training and what benefit that will bring into company. Even at Square Pharma, the first step is to analyze the workforce and identify training needs in order to make the most efficient use of the available training funds. They ought to determine whether or not a given training is required for the entire team or merely for specific individuals. It is extremely counterproductive to provide training to employees who have no substantive requirement for it. To make matters worse, this can contribute to an already tense work environment and reduce satisfaction among workers. In order to keep the workflow from being disrupted, a training road map is created, which details the training's name and schedule.

This also allows the Human Resources department to plan ahead regarding when and how much will be spent on which training program.

The second step is to comprehend what aptitudes, knowledge, and expertise are needed to perform the duties of a specific job. Additionally, they must determine the optimal training environment (online or offline, on-site or off-site) and provide convincing arguments in support of their chosen approach. The L&D staff can get a solid grasp on what the position entails thanks to the job description provided. In addition, both the training and development staff and the recruiting staff with subject matter expertise determine the training program so that it is aligned with the job responsibilities of the trainees.

Finally, employees at Square Pharma are tasked with completing TNA forms, with results double-checked by their direct superiors, so that upper management can get a bird's-eye view of the kinds of training employees require. In the forms, employees describe their current skill sets, identify areas in which they need to improve, and determine the exact level of competency they need to achieve in these areas. This is the phase where the plan is formulated for when and which employees will undergo what types of training. This plan is carefully crafted in the first quarter of the year so that the upcoming training programs and allocated budget can be evenly distributed throughout the year.

Factors Influencing Employee Training:

The Square Pharma human resources department must consider a number of factors while conducting a training needs analysis in order to determine whether a distinct training program is necessary for a particular employee at a certain time. The circumstances are stated below:

- **Upper Mobility:**
When an employee has served for a certain amount of time and proven themselves competent, they are often promoted to the next available position. This promotion to the upgraded level requires some additional responsibilities to be performed by the employee. In order to successfully carry out these new responsibilities, staff members will require extensive training. Therefore, the individual's supervisor, in conjunction with the department head and HR department, recommends specific training.
- **Job Enrichment:**
In the event that the department's workload increases at a particular time of year or if an employee resigns or retires from their position, the remaining staff will be expected to take on additional responsibilities. It's common practice in such situations for a lower-

ranking worker to take on the duties of the former higher-ranking worker. Therefore, training for the lower-ranking employee becomes crucial. For instance, in the HR department, someone might be working under the wing of learning and development. In the event of a vacancy in the recruitment and selection wing, that individual may be required to assume additional responsibilities from that wing. To perform this additional duty, he might need in-house training by that wing's head on how to sort CVs and operate the BDJobs portal efficiently.

- **Job Rotation:**

Reassignment to new positions is common practice in many workplaces, particularly manufacturing plants. In order to prevent the company from becoming overly reliant on a small number of employees who are specifically trained to operate a particular machine, it is common practice for machine operators on the production floor to switch between different types of machinery. The employees get thoroughly trained to run the other machine in anticipation of the impending job rotation.

- **Technological Upgradation:**

In today's world, technological advancements are occurring at a dizzying rate, and their effects are having far-reaching consequences. The pharmaceutical industry is also not immune to the rapid pace of technological change, and some of the technologies that are currently in use may become obsolete in the very near future. Because of this, Square Pharma is constantly modernizing the equipment and tools at their disposal in order to keep up with the times. Consequently, employees who operate the machines and those who use the new technologies and software must receive adequate training.

How SPL Keeps Employees' Motivated:

The success of any training initiative relies on the active participation and buy-in of the workforce. If the employees are not intrinsically motivated, the training investment will yield no results, leading to employee dissatisfaction and a negative impact on the company's bottom line. Therefore, the direct supervisors of the employees, along with HR personnel, ensure that the employees are aware of the training's benefits and why it is imperative that they participate. The supervisors also highlight the benefits of the training that align with the employee's career aspirations and personal objectives. In addition, the staff members are guaranteed that among all the training's topics, the subjects most pertinent to their particular job roles will receive the majority of attention. In addition to providing a quiet and comfortable environment for the training, Square Pharma also provide their employees with light refreshments to keep them

energized throughout the day. Given that workers are infamous for finding pretexts to skip boring in-house training, it's crucial that all these motivating factors be kept in check at all times.

Accommodating an Engaging Learning Environment:

If we look at the guidelines laid out in the ASTD handbook of training and development, we can see that there are a few environmental considerations that need to be in place before training can begin. Certain factors are stated below:

- **Noise:**

The training room or conference room must be kept free of external noise and disruptions. At both the Dhaka and Pabna facilities, as well as at the company's headquarters, Square Pharmaceuticals has built a number of noise-free meeting rooms for employees to use.

- **Colors:**

In order to keep the mind from wandering, it's important that the room's color scheme becomes soothing. The color schemes of the Square Pharma's conference rooms are eye-soothing and similar in pattern.

- **Room Shape:**

It has been observed that square-shaped rooms are more effective at capturing and holding workers' attention. Staying true to its moniker, Square Pharma has laid out its meeting spaces in a square configuration to keep trainees from getting sidetracked.

- **Lighting:**

Fluorescent lighting should be used as the foremost source of illumination, supplemented by incandescent bulbs placed strategically around the room. The training rooms at Square Pharma are devoid of natural light and primarily illuminated by fluorescent lighting.

In addition to these, the HR team also makes use of a group of hand-picked in-house trainers and faculty members who have extensive experience in their respective fields. Some of the managerial-level employees have to double up on roles and make headway as subject matter experts. Training modules, PowerPoint slides, newsletters, periodicals, books, articles, and newspapers are also provided to facilitate instruction and add context to the classroom setting.

Training Needs Analysis in Square Pharma:

Because keeping up with the time requires always comprehending new things, Square Pharma places a premium on their employees' professional growth. Square Pharma conducts training needs analysis to seal the knowledge gap and enhance staff productivity in the face of rapid technological change. This training needs assessment is intended solely for executives and those at a higher level.

For instance, two executives named Mr. A and B will be filling out the TNA form since the training is geared towards the executives, who are the focal point of it. While completing the TNA form, both Mr. A and Mr. B will indicate the areas in which they need to improve in order to perform their job responsibilities more effectively and move closer to their respective goals. They will rate each topic based on two criteria: how closely it relates to their jobs and how much improvement they need in that particular topic. After rating each criterion on a scale from 1 to 5, the final score is derived by multiplying the ratings for each topic. To illustrate, let's say Mr. A gives a perfect score of 5 on both criteria because he thinks the leadership course is the most timely and relevant option available to him. So, for the leadership course, Mr. A's final standing will be $5 * 5 = 25$. On the contrary, Mr. B might not even consider including the leadership course in the topic list. Mr. B might choose "Labor Law" as the most pertinent course that he urgently needs to master. Therefore, the final standings of Mr. B for the course "Labor Law" will be $5 * 5 = 25$. On the other hand, Mr. A might find the course relevant but not most required, which makes his final score on the course $5 * 4 = 20$. Therefore, the labor law course will be placed second on the topic list of A, whereas it will be first on the topic list of B.

Usage of the Kirkpatrick Model in terms of conducting training:

The four tiers of Kirkpatrick's model provide a framework for assessing the effectiveness of training in organizations.

Reaction: This phase is typically measured after the training has been completed to determine whether the trainees found the training to be beneficial, engaging, and relevant to their jobs. There is a comparative dimension maintained between the trainees' and the trainers' perspectives, which become distinct in this phase. In Square Pharmaceuticals, this form is named as "Primary Feedback", which is particularly circulated for the internal resource persons. In the program attributes section, they are asked if the program is in line with the learning objectives, if it is the right length, if it is applicable to their current or future responsibilities, if it is easy to comprehend, and if they would recommend it to a coworker. In the resource person attributes, they are enquired if the resource person successfully met the program objectives, if the resource

person is well-acquainted with the topic, captivating, and foresighted. In addition, they are asked whether they were encouraged to interact and whether their questions and answers were adequately addressed.

Learning: The trainees' progress in acquiring new abilities, information, and attitudes is evaluated during this stage. Specifically, Square Pharmaceuticals wants to know if their trainees gained access to relevant and up-to-the-minute information, if their knowledge and abilities improved as a result of the program, if the program is well-founded, and if their learning objectives were met. In addition, they are instructed to list their updated learning, as well as how the program is effective and how their learning objectives were met. Last but not least, they are questioned about whether or not they have imparted any of their knowledge to their peers and, if so, what specific knowledge.

Behavior: To determine whether or not the training had an effect on the trainees and whether or not they were able to apply what they had learned on the job; this stage focuses on how their behavioral pattern changed as a result of the training. The questions posed by Square Pharma at this level included whether they had applied their learning, whether their method of application was effective, and whether their applied learning was operating effectively. In addition, they are required to justify their process of effectively applying the knowledge, as well as the areas in which their applied learnings are effective and to what extent they are impactful. Ultimately, their comments and responses are concurred with and discussed by their supervisors.

Results: This metric measures the direct outcome and how well the training directly contributes to the organization's business objectives. It evaluates the training's success by gauging how well the KRAs and KPIs have been consolidated and enhanced. The trainees are asked to state if the learning has facilitated the work in their area and how it has greased the wheels of their department. They are also tasked with explaining how their training has benefited other divisions and how specifically they have achieved it.

2.3 Management Procedure:

Organogram of Square Pharma:

Here is a ranking of the management employees of Square Pharma is given below:

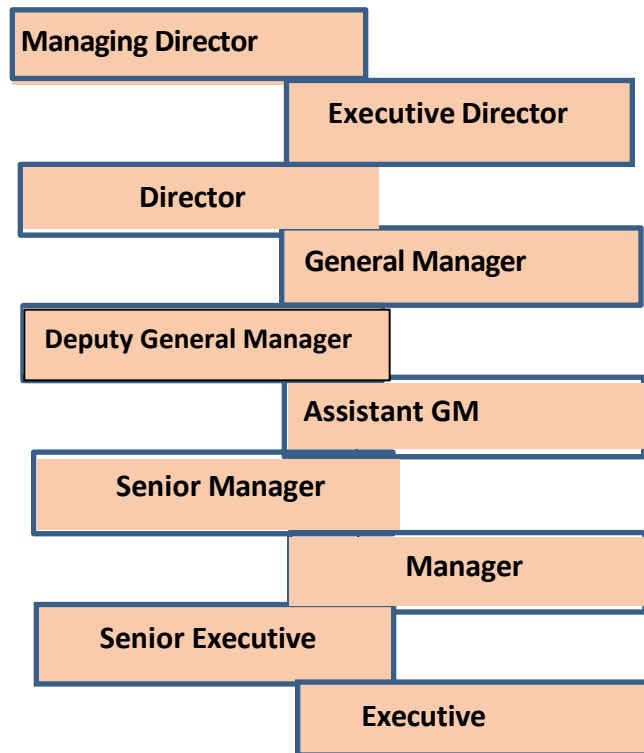


Figure 4 Hierarchy of Management Employees

Now, the hierarchy of the no-management employees are given below:

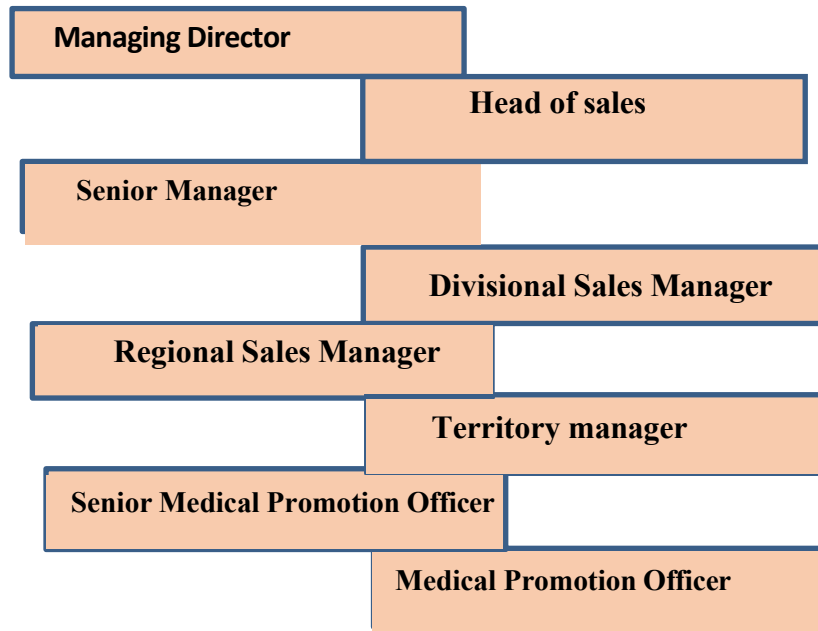


Figure 5 Non-Executive Hierarchy

Wings of Human Resource Department:

2.3.1 Reward Management:

To what extent a company invests in its employees, motivates them, and rewards them for their efforts can be inferred from how inspired, motivated, productive, and hopeful those employees are. The HR division's top priority is to increase workers' intrinsic motivation and sense of achievement in their work through monetary and non-monetary benefits, which in turn help the business financially and in the long run. Square Pharma has been exemplary in terms of setting its employees' salaries and benefits packages, which are substantial, competitive, equitable, and non-discriminatory in nature. As an added bonus, the benefits packages are crafted to meet the requirements of Bangladeshi law pertaining to the treatment of workers, and therefore the employees don't feel unappreciated. Provident funds, life insurance, free meals, and subsidized or free transportation are all examples of the types of perks that are available. To top it all off, workers receive bonuses that are directly proportional to their role in implementing strategies or taking actions that increase revenue. Additionally, employees receive a 20% discount on all

Square Group-produced medications and goods. When employees work extra hours, they are compensated adequately, and their salaries are continually adjusted to account for inflation.

2.3.2 Training and Development:

As competition in the external market rises, it is imperative for businesses to invest in their employees' training in order to boost productivity and ensure that their knowledge and skills are on par with the industry standard. Square Pharma is also making an effort to boost worker productivity by teaching them to be more flexible in the face of market shifts, instilling in them the leadership skills they'll need to deal with unprecedented events, encouraging them to develop their skills as communicators, and fostering a stronger sense of team camaraderie. In this process, the training and development team uses a wide variety of methods, including training-needs analysis (TNA), discussions in small and large groups, surveys, formal and informal interviews, and 360-degree feedback. So that regular work doesn't have to be put on hold, both trainers and trainees engage in job enrichment and rotation during in-house trainings. Moreover, the T&D division of the Human Resource Department is responsible for all the subcontracted trainings, including administration augmentation training, field force training, foreign training, training for territory managers, and training for regional managers. This section of the HR division is in charge of organizing, planning, and executing all necessary trainings. They keep a tally of how many times each worker has been trained and evaluated across all departments. Furthermore, they are also responsible for distributing the training certificates and maintaining open lines of communication with the trainers and the subcontracted organizations that provide training. Moreover, this section is also accountable for developing training materials, such as quizzes, instructional videos, slides, audio-visuales, and e-learning modules, to keep workers interested and ensure they receive the necessary information.

2.3.3 Recruitment and Selection:

The human resources department is responsible for one of the most important aspects of any business, the thoughtful and efficient selection and recruitment of new employees. If an error is discovered in this procedure, the organization's productivity and long-term profitability will suffer. Both the management team and the sales force division at Square Pharma are hired through separate selection and recruitment processes. These two methods of recruitment and selection are described below:

2.3.4 Recruitment and Selection of Management (regular):

This recruitment procedure applies to all managerial employees, including those at the Dhaka and Pabna plants as well as those at the headquarters. Any department within the corporate

headquarters that requires an employee for a particular position must submit a requisition request to the HR department. The requesting division must provide the justification of the requisition to the HR department, and the HR department will evaluate the requisition's viability and the degree to which it is necessary. The HR department will first attempt to determine if existing employees can fulfill the job roles through job enlargement, enrichment, and rotation; if this is not possible, the HR department will consider the requisition. The requesting division is responsible for providing the human resources department with information about the vacant position's duties, title, salary range, and required skills and knowledge. On the basis of these details, the HR department posts job advertisements on BDjobs portals and LinkedIn. Additionally, they consider any internal recommendations for the position. Then, they begin screening all of the submitted CVs, after which they invite candidates to preliminary interviews, followed by a written examination, which leads to the final interview. After being selected, a candidate will go through a medical examination before receiving an offer letter.

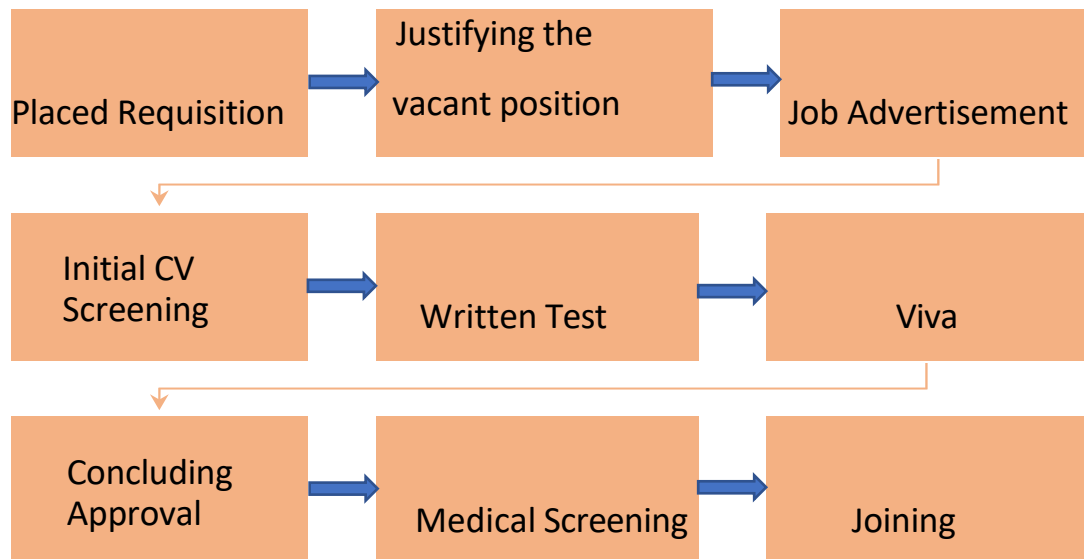


Figure 6 Recruitment an Selection of Managerial Staffs

2.3.5 Recruitment and Selection of Sales Force:

This method of selecting and hiring sales representatives deviates slightly from the standard method. As a part of the hiring process, prospective medical promotion officers (MPOs) are called for onboarding and are selected via walk-in interviews. On the specified date following the posting of the job advertisement, the CVs of prospective MPOs are screened, and some are

selected for the next step. Workers from major cities like Dhaka, Bogura, Rangpur, Sylhet, etc. are given preference at first. Those who pass the first round of CV reviews move on to in-depth interviews where they are probed on every front: their ability to communicate, their ability to persuade, their level of education, and their ability to conduct a sale. Candidates must then pass a combined IQ and written exam with a 50% score or higher following the interview. In addition, after being selected, they must undergo field force training and pass it in order to be eligible for induction training. These trainings help them harness their communication skills, convincing power, and, most importantly, their product knowledge. A medical exam and subsequent hiring as a member of the sales team await those who successfully complete the whole training process.

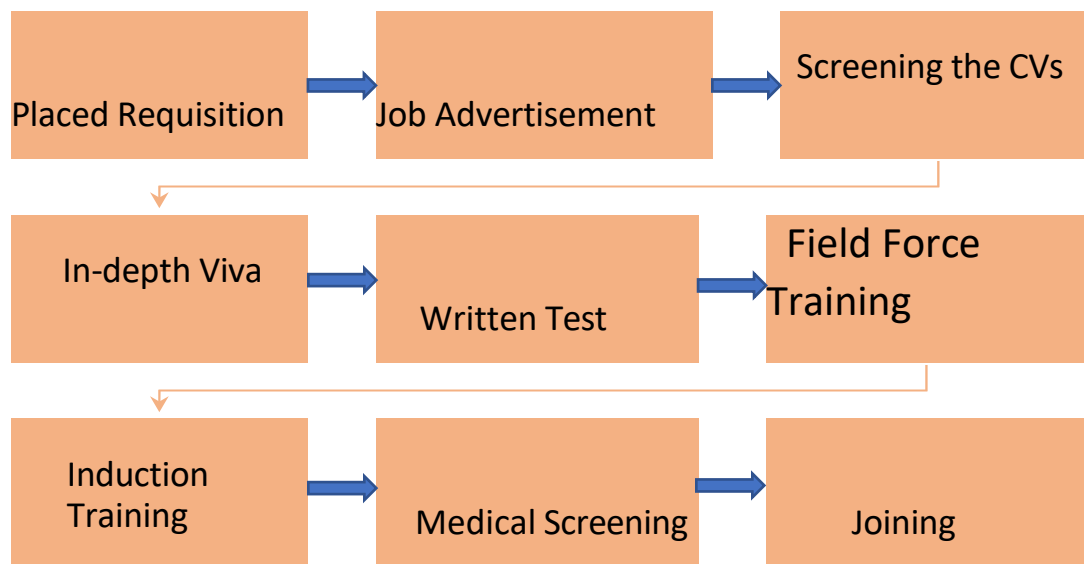


Figure 7 Recruitment and Selection of Sales Force

2.4 Marketing Practices:

Square Pharma invests heavily in areas such as marketing, promotion, branding, value proposition, product pricing, placement, public relations, and more because of its position as the market leader in the pharmaceutical industry in Bangladesh. Here is a glimpse of the marketing procedures of Square Pharma:

2.4.1 Marketing Strategies:

Square Pharma offers a staggering selection of 910 different products for purchase. Due to the delicate nature of the products it manufactures, the pharmaceutical industry is prohibited from using conventional advertising channels to promote its products; rather, it has to adopt an idiosyncratic approach. Since the sale of pharmaceuticals is crucial to their bottom line, they spare no effort in promoting their products. MPOs act as a conduit to the doctors, outlining the benefits of the drugs and providing detailed product knowledge, as well as painting a word picture of the rigorous manufacturing process. They also try to convince druggists to stock their products and customers to buy the products by describing the advantages of the medicines. Additionally, Square Pharma takes the initiative to advertise their products via Google Ads and perform search engine optimization in order to increase website visibility in organic search results. The marketing team at Square Pharma claims to employ the full complement of marketing strategies, including the "4ps" (product, price, place, and promotion) as well as "4cs" (customer service) and "4Ds" (differentiation, dilution, and distribution).

2.4.2 Channels of Marketing

As was previously mentioned, medical promotion officers (MPOs) play a crucial role in spreading the word about Square Pharma's products and healthcare facilities among physicians, patients, druggists, and medical centers. In addition to these channels, Square Pharma also uses billboards, websites, magazines, periodicals, and Google ads to market their products. They also distribute branded prescription pads and pens to doctors as a means of subtly and subconsciously advertising their product. They also collaborate with doctors to host a variety of offline and online campaigns and sessions designed to educate consumers and encourage greater disease prevention awareness.

2.4.3 Target Market and Brand Positioning:

Geographically, Square Pharma's target market has its breadth across more than 45 countries, including Sri Lanka, Malaysia, the United States, the United Kingdom, etc. Market attestation, varying delineation of patients, pattern and classification of the doctors, and actual doses used in clinical practice are all factors that Square uses to divide up its market (Amin et al., 2015). And to have an uplifting brand positioning, Square Pharma manufactures high-grade and top-of-the-line medicines with a wide array of product offerings. While Square Pharma is focused on its value proposition, it also exerts itself to make its medicines accessible within a reasonable price range, with the ultimate goal of contributing to the creation of a better society through moral conduct.

2.4.4 Branding of Square Pharma:

Gifts of office supplies, crockery, and home items like dinner sets, tea mugs, Parker pens, water glasses, and electronic items like lights, espresso machines, lamps, and watches demonstrate Square Pharma's shrewdness in subtly placing its branding (Muntaha, 2017). Promotional materials, such as pens, prescription pads, business cards, posters, periodicals, billboards, and brochures, all feature the company's trademark product imprints.

2.5 Financial Performance:

Reckoning the financial prognosis and its viability is vital in addition to evaluating Square Pharma's administrative and market undertakings. Ratio analysis of a firm churns out the real scenario of a firm's profitability, creditworthiness, fluidity of money, market significance, and functional proficiency. Through ratios, creditors and other stakeholders gain an understanding of the trend and can make informed decisions about whether to invest in or purchase company stock. Below are several financial ratios extracted from the annual report to provide a snapshot of the company's financial health.

2.5.1 Earnings Per Share:

The earnings per share ratio is used to evaluate the total revenue generated per share and is calculated by dividing the total net profit of the company by the number of common shares in circulation.

Element & Year	2021-2022	2020-2021	2019-2020
EPS	20.51	17.99	15.06

Though it has taken a hit during COVID-19, from the year-to-year comparison, we can see Square Pharma's EPS ascending.

2.5.2 Profitability Ratio of Square Pharma:

The profitability ratio indicates how profitable a firm is and how much it earns compared to its revenues. One of the profitability ratios, the NPM (net profit margin), also indicates how much revenue the firm rendered in comparison with its net income. It is calculated by dividing net income by net sales and the result is illustrated below.

Element & Year	2021-2022	2020-2021	2019-2020
NPM	28.50%	27.33%	25.23%

Square Pharma is profit-making and worthwhile, as evidenced by the firm's net profit margin's year-over-year growth.

2.5.3 Return on Investment:

An organization's ROI can be determined by comparing its net income to its operating expenses. A high return on investment (ROI) indicates that the financial benefits gained by an organization's investment outweigh those of the investment's costs.

Element & Year	2021-2022	2020-2021	2019-2020
ROI	17.83%	16.71%	16.32%

In the table, we can see that the ROI has increased from one year to the next, suggesting that the investment is yielding a positive rate of return. Especially after the impacts of COVID-19, the firm is beginning to get a higher rate of ROI.

2.6 Industry and Competitive Analysis:

2.6.1 Swot Analysis:

Swot analysis referring to the company's strengths, weaknesses, opportunities, and threats, reckons the internal and external factors of an organization. It analyzes the most impregnable point of the company as well pointing out the areas that need to be given a facelift.



Strengths:

- ❖ The immensely qualified scientists, managers, and subject-matter experts at Square Pharma's cutting-edge R&D facility are motivated to innovate at low cost while adhering to all applicable regulations and maintaining thorough records. Square Pharma's continued adherence to GMP (Good Manufacturing Practice) standards is a significant competitive advantage.
- ❖ The company's appreciable brand value is circulated around its pre-eminent quality of products, which is backed by solid distribution channels that assist the company in reaching the highest number of customers with satisfactory service.
- ❖ Having occupied the position of leading pharmaceutical company in Bangladesh since 1985, the company has created an unwavering reverberation in the minds of the doctors and the patients, which is solidified by its superficial products and skilled sales force.

Weakness:

- ❖ In an underdeveloped nation, with minimal resources, it is difficult for Square Pharma to introduce new innovations in drug and molecular research, making it difficult to compete with multinational corporations and attract international customers.
- ❖ Weak ties between the academic world and the pharmaceutical sector have stymied the sector's expansion and made it challenging to recruit qualified locals for Square Pharma.
- ❖ As Square Pharma is unable to produce the majority of its raw materials, such as active pharmaceutical ingredients (APIs) and excipients, the rising costs of raw materials are adding to the company's financial burden.

Opportunities:

- ❖ Since the purchasing power of the local community is increasing, Square Pharma can conceive new therapeutic remedies.
- ❖ Square Pharma can create vaccines and cancer treatments such as omeprazol injection while keeping an eye on the expanding global market.
- ❖ Square Pharma can collaborate with the multinational companies in terms of contract manufacturing and improved distribution tracking, which will give them an upper hand in the international market.

Threats:

- ❖ Exports from Bangladesh are inhibited by non-tariff barriers and cumbersome official processes within the country.
- ❖ Weaker regulatory oversight inside the country directly impedes the business's R&D efforts, which in turn slows down innovation.
- ❖ Profitability is in jeopardy due to the resulting erosion of domestic tariff protection and MNC-driven consolidation.

2.6.2 Porter's Five Forces:

The analysis of a company's comparative position in a competitive market—which will determine the level of competition and the overall state of the sector in tandem with the national economy—is aided by Porter's five forces. Below here is an analysis of the competitive landscape of Square Pharmaceuticals with the help of Porter's five forces.

Competitive Rivalry: High

Fierce competition is prevalent in the pharmaceutical industry, as the top five pharmaceutical companies are consistently making an effort to occupy market share. So, if Square is found deficient in grabbing an opportunity to penetrate a certain market or becomes delinquent in offering medicine, it will lose market share. In addition, the vast majority of marketed pharmaceuticals are sold under various brand names, thereby intensifying the competition.

Threats of New Entrants: Low

The intimidating remarks of the new entrants in the pharmaceutical sector are relatively stunted, as it is immensely difficult to get the approval of the administrative bodies, drug officialdom, manufacturing practices, supply chain proceedings, and medicine allotment. The fact that new entrants must first amass substantial financial resources before they can construct the necessary infrastructure only adds to the difficulty of breaking into the market.

Buyer's Power: Moderate

Due to the sensitivity of the products and despite the fact that the switching cost for buyers is relatively low, buyers are averse to purchasing anything other than the medicines prescribed by their doctors. In addition, because these medicines cannot be exchanged for other products and the prices are frequently regulated by the government, the buyer's bargaining power is moderate.

Supplier's Bargaining Power: High

As most of the (99%) raw materials, like the active pharmaceutical ingredients (APIs) and excipients used in pharmaceutical production, are imported from China, this gives the country's suppliers a tremendous amount of leverage in negotiations. Even switching from one supplier to another can create hurdles in supply as well as be costly.

Threat of Substitute Products: Low

Ayurvedic, naturopathic, homeopathic, and oriental medicines are just a few examples of the various medication types available on the market that some people may prefer over allopathic medications. However, the population of these individuals is extremely small, and they have no loyalty to the aforementioned medications. Even they resort to conventional allopathic medications during extreme emergencies or severe diseases. Therefore, the threat posed by substitute products in the pharmaceutical industry is negligible.

2.7 Conclusion and Summary:

Square Pharma is, without a shadow of a doubt, the most triumphant pharmaceutical company in Bangladesh, holding a preponderant market share than any of the domestic and multinational corporations present in the country. Even the company's growth is far-reaching and noteworthy and is backed by its financial ratios, as the profitability and net income of the firm are prototypical and exemplary, with a high return on investment. Square Pharma's HR team is top-notch across the board in terms of its ability to both find and hire top talent and to retain its current staff by facilitating proper training, competitive compensation, and other perks.

Square Pharma's success in both the domestic and international markets can be largely attributed to the company's adherence to responsible managerial procedures and good manufacturing practices. Square Pharma, which has enlisted more than 45 nations as export destinations, has penetrated the Kenyan market and established a manufacturing facility there, which will broaden the horizons of their potential market, earnings prospects, and revenue streams. Square Pharma has not only augmented its revenue streams but also significantly contributed to Bangladesh's gross domestic product, obtaining the national export trophy (gold) on multiple occasions.

2.8 Recommendations:

- ❖ Square Pharma should do some personality and psychological tests along with dynamic and thought-provoking questions rather than following a mundane question pattern.
- ❖ Square Pharma can automate a significant portion of the process, beginning with job postings and extending through recruitment and selection, without relying on external platforms such as BDjobs and LinkedIn; instead, they can use their own website.
- ❖ In order to entice contemporary graduates and enhance their name recognition among that demographic, Square Pharmaceuticals should participate actively in university-sponsored job fairs.
- ❖ Lastly, Square Pharma should work on delegating authority to its staff and adopt a more bottom-up approach; otherwise, the company's natural workflow will become stifled by the need for extensive permission.

Chapter 3: Project Portion

Topic: Micro-learning content is linked to enhanced retention and can be geared toward subconscious knowledge acquisition.

3.1 Introduction:

The ever-increasing pace at which information changes has made lifelong education an absolute need for today's workforce if it is to keep up with the changing times and preserve its productivity. With the assistance of micro-learning, which involves dividing up complex ideas into manageable chunks of information termed "micro-content," this process may be simplified for trainees. These bite-sized chunks of knowledge are delivered to students in a manner that best suits them. Square Pharmaceuticals has established a department called "Micro-learning" that focuses solely on preparing micro-learning content in order to increase employee engagement, effectively communicate the message, and ensure greater retention of the material in the minds of the learners.

3.1.1 Literature Review:

Several variables acting together have facilitated the growth and acceptance of the micro-learning archetype. Firstly, people are less able than ever to concentrate on a single task at hand, which has led to an increase in distractions and lapses in concentration. In fact, particular research has shown that individuals' attention spans for Web browsing seldom exceed 8 seconds at a time (Hayles,2007). Secondly, rapid development in all fields, but notably technology, has necessitated ongoing training for today's workforce. According to one study, employees who lack the necessary IT abilities spend 21% of their time that is allocated for work (Webster, 2012). Traditionary training is not validated to be a functional and coherent method to train employees due to (a) the length of time it takes to complete training, which disrupts productivity, (b) the length of time it takes to create training materials (it is guesstimated that 43 to 185 hours are called for to engender the material for a period of one-hour training, and many more for concentrated training), and (c) the inadequate impingement of the procedure as dictated by (Bakharia,2017). Many investigations have shown that only around fifteen percent of employees

really use their training effectively, and that about eighty percent of the training is past recollection within a month.

As a conservative estimate, as per certain research [3], micro-learning appears to rank among the most relevant strategies in the context of corporate management training. Micro-learning is a monolithic solution for busy professionals because it provides bite-sized chunks of information that can be absorbed during brief moments of relaxation (Zhang, 2011). Yet, not only do trainees gain from this approach, but so do instructors. Due to the need for the information to be apprehensible and succinct, minimal time and effort are often needed to compose it. Because of this, businesses can respond more quickly to the ever-evolving demands of their internal environments and produce fresh content accordingly. Microlearning ranks among the most talked-about concepts in the field of developing talent, at least from the standpoint of workplace education (Moore, 2017). Microlearning, as argued by Emerson and Berge (2018), may improve knowledge sharing and application inside the work space by keeping workers interested and enthused about the learning process. However, in today's fast-paced and competitive corporate world, Overton (2011) discovered that executives value self-paced education and instantaneous access to relevant data and insights. Microlearning is a relatively new notion, but one that has been recommended by Madden and Govender (2020) as a means by which corporations may help today's fleet-footed, multitasking, technologically sophisticated learners. Hesse et al. (2019) found that microlearning is useful for boosting dairy workers' assurance and precision on the job. To sum up, we argue that the big data era has accelerated the pace of company change, necessitating digital shifts in the way job-based training is delivered. This proposal is in line with the thoughts of Downes (2005) and Chisholm (2005), who concluded that new and creative approaches to learning while working are necessary in light of how we now live, operate, and acquire knowledge.

3.1.2 Background:

This very report was initially compiled as part of a course requirement for the Bachelor of Business Administration program of BRAC University. This report had to be completed alongside my internship with Square Pharmaceuticals, a prominent pharmaceutical firm operating inside Bangladesh, considering this is a requirement of the Bachelor of Business Administration program. The conceptual side of a topic may be learned via schooling, but that just scratches the surface. Knowledge gained in the real world can't be replicated in a classroom. Perfect harmony between theoretical and practical knowledge is of paramount significance in the current economic climate. Internships provide students practical demonstration of their field of study and prepare participants for the workforce. Since I have worked specifically with the micro-learning division of the training and development section, I have closely monitored and prepared the micro-learning modules, acquiring many techniques for subtly placing language in the process.

3.1.3 Research Objective:

As the largest pharmaceutical company in Bangladesh, it is evident that all the employees of Square Pharma will remain extremely busy. Although they have a lot on their plates, the company still might have noteworthy instructional, cautious, and contemporary messages that it hopes its employees will internalize and put into practice. Moreover, this heightened awareness of the employees will make them better informed and will uphold their soft skills as well as their professional and contemporary knowledge. This report was written with the sole purpose of meeting the requirements for the BUS400 course of the Business Administration Department of Brac University.

The report's objective is to:

- ❖ To learn the briefness and how easily the microlearning content is perceived in the learner's mind
- ❖ To find out if the microlearning contents clearly state the message in a concise manner
- ❖ To learn if the contents are independent and not correlated with other micro-learning content
- ❖ To comprehend if the contents convey simple and necessary information
- ❖ To learn if all the employees have easy access to the content
- ❖ To know if the retention of the learnings has increased
- ❖ To know if the micro-learning contents are conducive to subconscious learning

3.1.4 Significance:

Discovering the actual perceptions of the learners and proving the efficacy of the nuanced micro-learning modules are two of the main takeaways from this research. The result will facilitate them in rethinking some of the processes and even uncovering unexplored platforms in order to make the micro-learning modules more persuasive. Additionally, the business can introduce new channels to spread the content to all of the employees, along with the addition of some new audio-visual categories. Even the company could begin conducting regular research follow-ups and enhancing its engagement with prospective learners on an ongoing basis.

3.1.5 Problem Statement:

Square Pharmaceuticals faces significant challenges in its effort to disseminate concise but vital training modules containing significant messages to its entire workforce due to the company's size. This is why the micro-learning module has been implemented; it places the messages inconspicuously during lunchtime without making the employees feel like they are being forced to learn. The module makes use of a carefully crafted combination of language, color composition, space optimization, and aesthetically pleasing elements in order to maximize subconscious learning. Sometimes, it becomes problematic to include all the messages in such a short duration of 1-2 minutes, and the space optimization in the module is done in such a way that not many messages can be packed. Further, one will need to put in a lot of time researching and thinking of ideas before settling on a module topic. Moreover, it gets challenging to make the content independent and ensure that it doesn't linger on other micro-learning modules that are stored on the network.

3.1.6 Microlearning in Square Pharma:

When it comes to SQUARE Pharma, "microlearning" refers to a training initiative in which employees watch brief modules (not exceeding two minutes) that cover certain topics. It is an innovative approach to delivering a wide range of audio-visual modules on matters such as personal development, professional protocol, and healthcare. At Square Pharma, this training is delivered via TV screens in the cafeteria during the lunch periods.

It is entirely voluntary Learning content where the workers view the audio-visuals while consuming food in the cafeteria. Much as individuals watch TV commercials to subconsciously learn about a variety of items, Square Pharma's staffs learn about a variety of training subjects while eating lunch. The videos' distinctive visual style and relaxing soundtrack draw viewers in. Each day, the microlearning audio-visuals are shown in three different locations: the Square Pharma corporate office, the Dhaka manufacturing unit, and the Pabna manufacturing unit. This method ensures that it reaches the majority of employees every day. If the instructors would be delivering the instruction directly, this could have been exceedingly difficult.

Corporate Pathagar:

Square Pharma provides its staff with a centralized hub, known as Corporate Pathagar, from which they can access a variety of training and development resources. It is a website that is integrated into the company's network and is synced with more than 5000+ employees. There are several subsections named Induction Program, E-classroom, Learning Materials, Buddy Program, etc. One can learn almost everything that one wants to know in a professional setting

with these training modules, including how to use Microsoft Outlook, how to compose business emails, how to use Excel to its full potential, and basic and advanced business etiquette. These modules are also prepared in line with the concept of microlearning. The maximum running time for any one of these videos is five minutes, and they've all been made with brevity in mind so that their subjects' lessons stick with their viewers.



Figure 8 Interface of Corporate Pathagar

My Contribution to Microlearning:

In my 3-month stint at Square Pharmaceuticals, I have prepared 25 microlearning modules, which are categorically listed below.

Topic	Total No. of Modules Prepared
Healthcare	7
Behavioral Decorum	5
Official punctilious	6
Instructional Videos	2
About Square	3
Others	2



মধু খাওয়ার উপকারিতা

পুষ্টিগুণ বিবেচনায় ও বিভিন্ন রোগ নিরাময়ে মধুর ভূমিকা অপরিসীম

আসুন, মধু সম্পর্কে কিছু গুরুত্বপূর্ণ তথ্য জেনে নেই



মধুর উপাদান

মধুতে প্রায় ৪৫টি খাদ্য উপাদান থাকে

এতে চর্বি ও প্রোটিন নেই

১০০ গ্রাম মধুতে থাকে ২৮৮ ক্যালরি



মধুর ১২টি উপকারিতা

১. হৃদরোগ প্রতিরোধ করে
২. হজমশক্তি উন্নত করে
৩. হাঁপানি ও ফুসফুসজনিত রোগ নিরাময়ে কাজ করে



মধুর ১২টি উপকারিতা

১০. দৃষ্টিশক্তি বাড়ায়
১১. চুল ও ত্বক সুন্দর রাখে এবং বার্ধক্য দেরিতে আসে
১২. ঠাণ্ডাজনিত রোগ কমাতে কাজ করে



মধু খাওয়ার নিয়ম

১. সকালে খালি পেটে বা রাতে ১-২ চামচ মধু খেতে পারেন
২. পানি বা দুধের সাথে মিশিয়ে খেতে পারেন
৩. কালোজিরার সাথে মিশিয়ে খেতে পারেন

Figure 9: A Snapshot of Microlearning Module

3.1.7 Research Questionnaires:

I have distributed ten statement-type questions to get a better understanding of the situation and to provide the foundation needed to determine the research's goal. Here are the statements:

1. The briefness of the micro-learning content helped me focus more on it
2. The micro-learning contents clearly stated the intended message
3. Every module could be easily perceived without any pre-context from other modules
4. The messages conveyed were necessary
5. The micro-learning content is easily accessible to me
6. My learning retention has increased since the mode is microlearning modules
7. Even subconsciously, I learned a lot of the contents
8. The soothing background music helped relieve the stress and focus more on the content
9. The eye-pleasing color combination helped me read the text clearly in the modules
10. The animations helped me concentrate more on the modules

3.2 Methodology:

This study will attempt to unambiguously explicate the statistical methodology that will support the findings of this paper. Although it will commence collecting data from primary sources but the secondary sources like the company website, periodicals, and internal documents will also be relied upon in order to find relevant data.

3.2.1 Sample Collection:

Through one-on-one interaction, I have gathered the primary data, and in order to gain a comprehensive understanding of the learners' perceptions and the modules' efficacy, I have surveyed thirty employees who view micro-learning content during their lunch break. Under Mr. Shahidul Alam's supervision and with his ongoing assistance, I have begun data collection on November 30, 2022. The data that I have received has been quantified and outlined in a detailed manner. The encapsulated data reflects the satisfaction and dissatisfaction levels of the employees that I have surveyed. The responses are measured in terms with a 5-point scale, where getting one corresponds with the response strongly disagreeing, getting two means to disagree, getting three means neutral, marking four will denote “agree” and finally, getting five means strongly agreeing. I rigorously surveyed them, followed by a one-to-one interview, and, with the outlined data, I illustrated them in the form of graphs and percentages using Excel.

3.2.2 Data Collection Sources:

a. The Primary Sources:

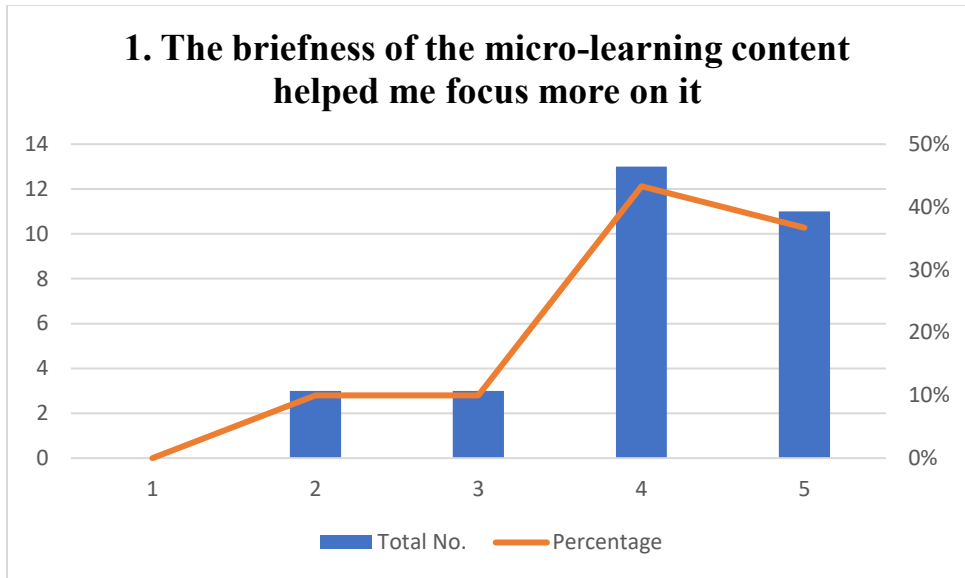
1. One-to-one discussion with the designated officials who leads the micro-learning team
2. Personally working with the micro-learning team and creating modules
3. Scanning through the official files that back the procedures
4. Questionnaires that were circulated to the target learners

b. The Secondary Sources:

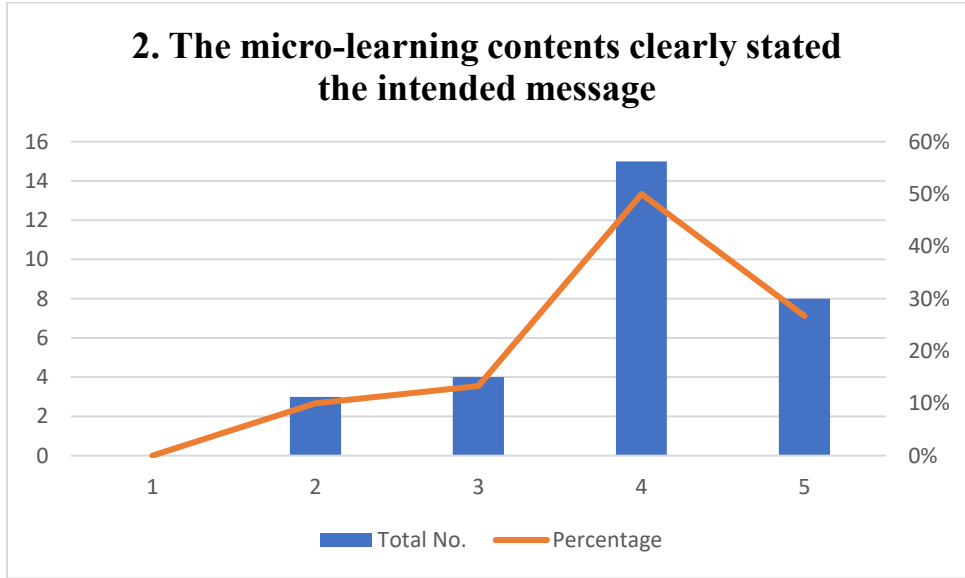
1. Company's Annual Report
2. Corporate Pathagar
3. Square Pharma's Website
4. Functional official papers
5. Research paper and newspapers

3.3 Findings and Analysis:

I have distributed paper survey forms to the employees who are the intended micro-learning module learners. I reached out to a total of 30 employees, who provided insightful feedback via the survey. Here the rating scale is 5-point rating scale where 1= Strongly Disagree (SD), 2= Disagree(D), 3= Neutral(N), 4= Agree(A), 5= Strongly Agree (SA)

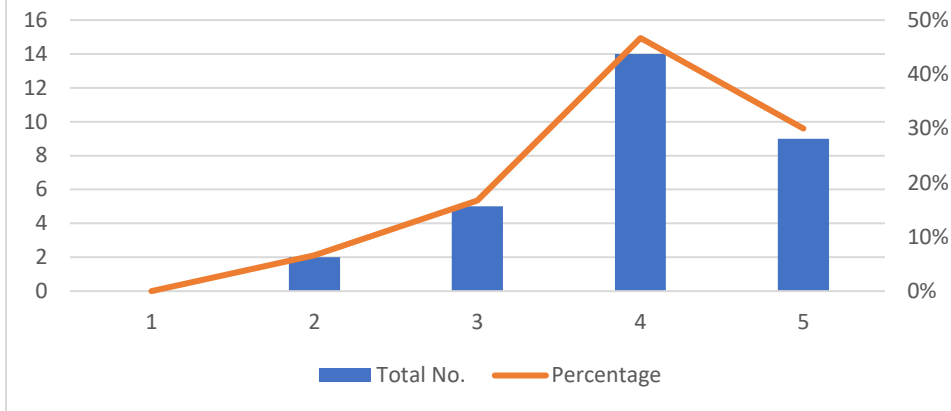


By analyzing the survey result and the graph for the first question, we can come to the conclusion that a total of 43.3% of the employees agree with the fact that the transiency of the content helped them to keep their focus for an extended time. 36.7% of the employees strongly believe that the brevity of the content has grabbed their attention more. Even though 10% of workers dispute this fact, upon being questioned, it was discovered that they desire more in-depth descriptions.



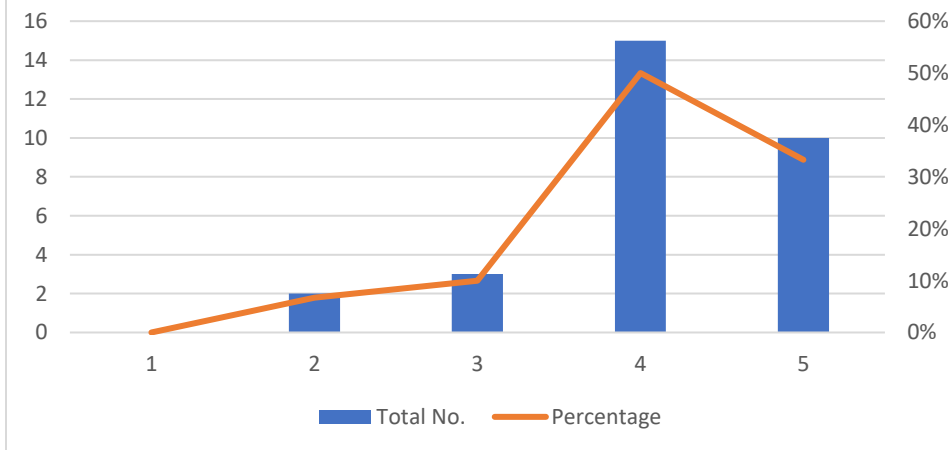
When asked if the microlearning modules were successful in conveying the message in a clear and perceptible manner, fifty percent of the employees agreed. 26.7% of the employees strongly agree with the fact that the contents are easily understandable and the message can be easily perceived. Although no one strongly dissented, 10% of employees dissented due to certain technical contents, such as cyber security.

3. Every module could be easily perceived without any pre-context from other modules

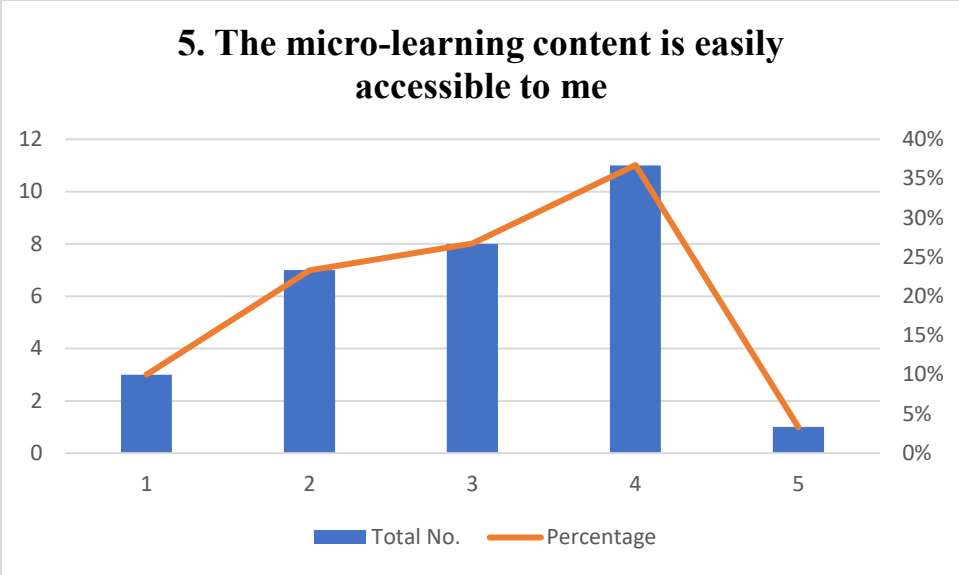


46.7 percent of employees agreed that each microlearning module could be understood on its own, without reference to other modules. In addition, 30% of employees are adamant that they did not require any prior knowledge of other modules to comprehend a particular one. While being questioned, the 6.6% of respondents who disagreed emphasized the fact that some modules are interconnected, so having seen the first one is certainly advantageous.

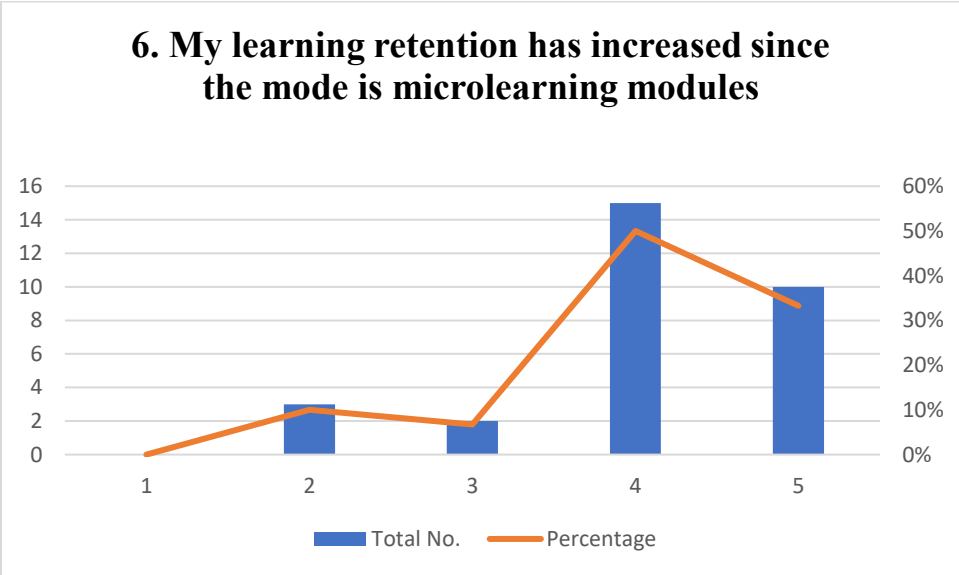
4. The messages conveyed were necessary



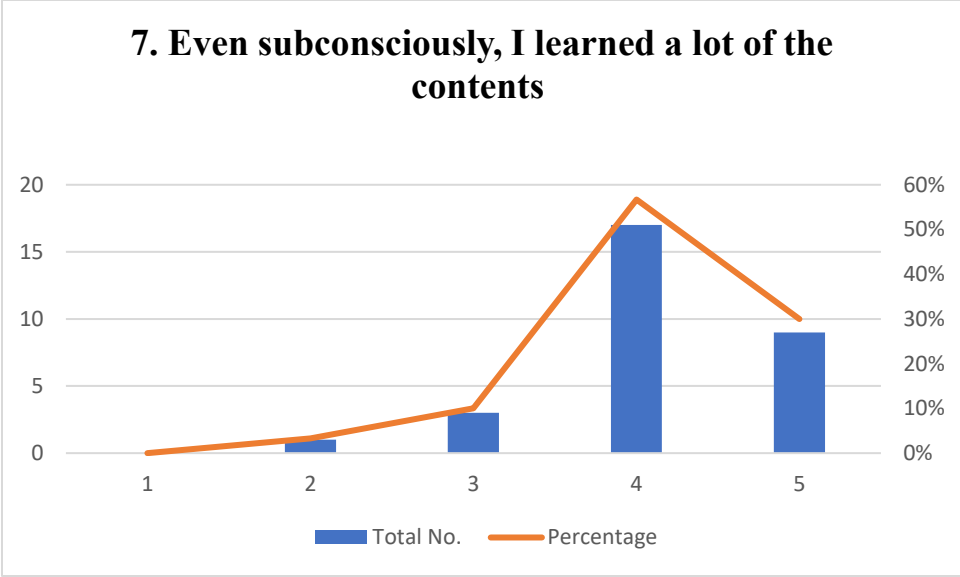
About half of those polled expressed agreement with the statement that the messages delivered by micromodules are necessary in the workplace. An astounding 33.3% of workers strongly believed in the necessity of the messages delivered. 6.7% of respondents were not in agreement, likely because they were cognizant of the possibility that some messages are impractical for displaying in the workplace.



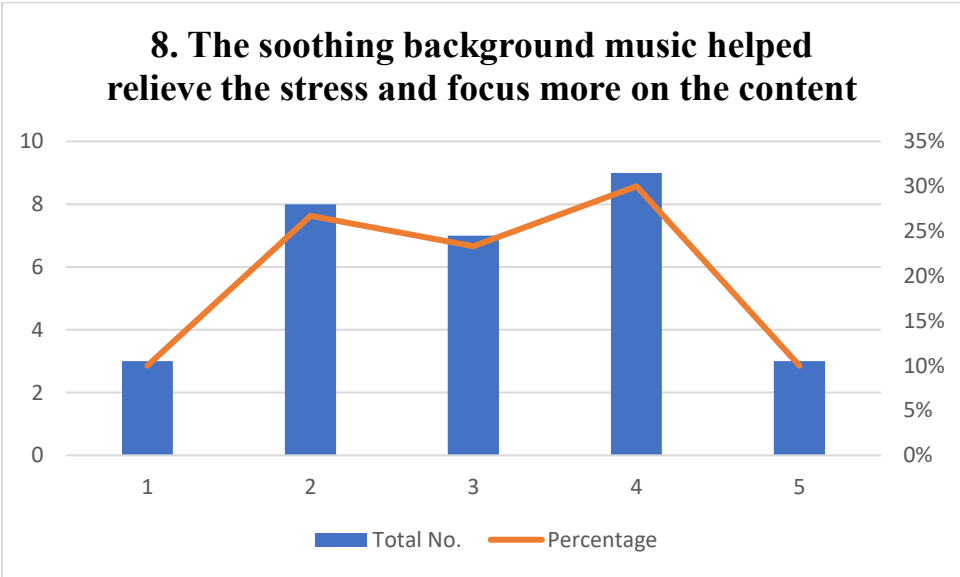
Sixty percent of those polled were ambivalent or disagreed when asked if they had constant access to the microlearning modules. Even though a number of employees agreed, this is a legitimate concern given that most of the employees only have access to the microlearning materials during lunch. Square Pharma can work to make it more accessible for them.



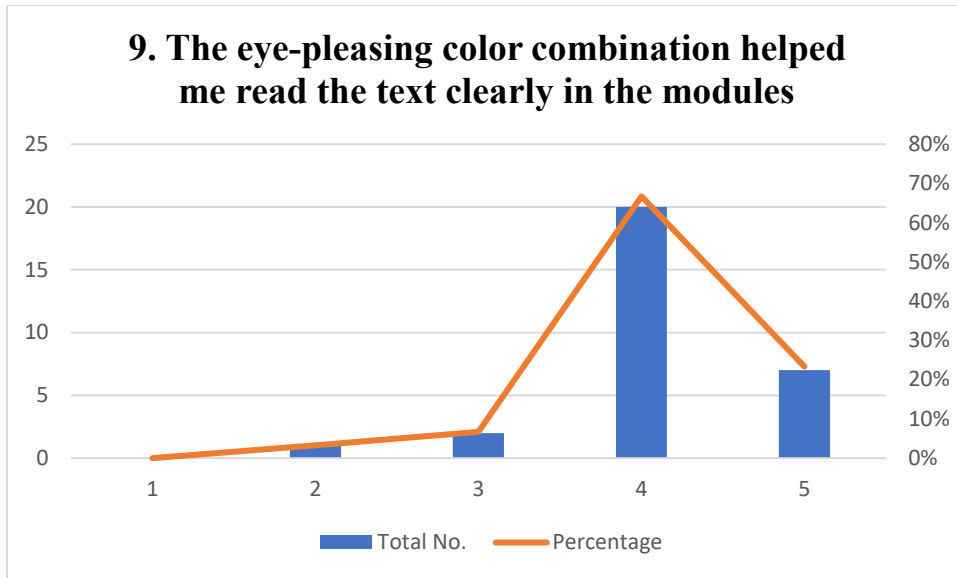
Employees agreed, by an overwhelming margin of 83.3%, that using micro-learning modules has greatly aided in their ability to retain information. The remaining participants, who either disagreed or remained neutral, stated that because of the presentation's brevity, they had trouble recalling some of the technical terms, which they could have easily remembered if they had been broken down in more detail.



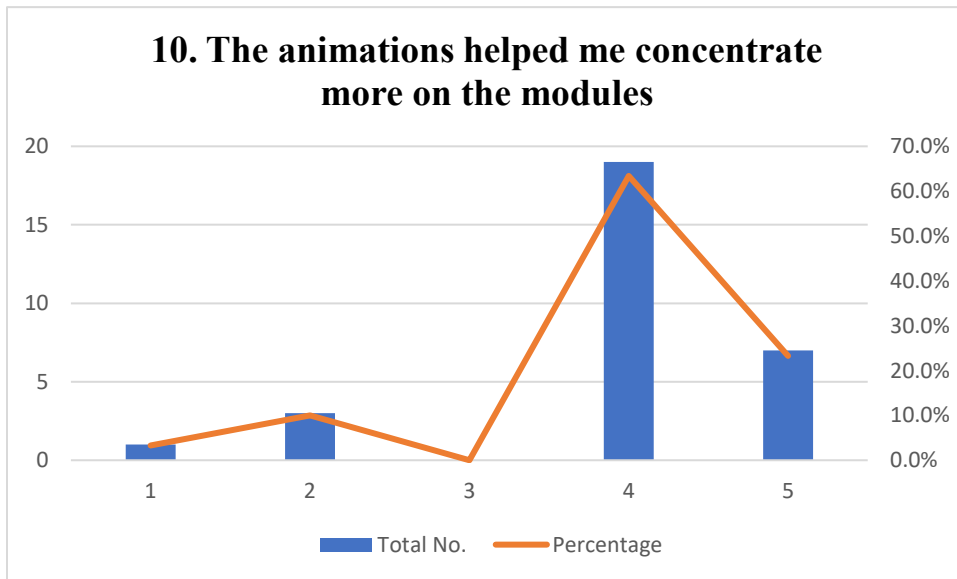
56.7 percent of the employees agreed, while 30 percent were adamant that they learned a great deal subconsciously while the videos were playing during lunch. However, 10% of the employees remained neutral, whereas 3.3% disagreed.



When asked if the soothing background music helped them focus more on the content, there was a mixed reaction. While 40% of respondents agreed that background music improved their ability to concentrate, the remainder either disagreed or were neutral. When being enquired about their disagreement, they stated that some of the music was repetitive and lacked variety. Additionally, they have suggested that rather than playing the same music on loop, changing the music would certainly help them concentrate better



When asked if the unique and aesthetically pleasing color combination of the modules made the text on the modules easier to read, 90% of the employees agreed. The rest 10% were either in disagreement or neutral. They said that sometimes the overuse of flashy colors in the animated texts breaks their concentration.



Almost 87% of the employees came in unison that the animations used in the micro-learning modules helped them comprehend the topics better. In contrast, 3.3% of respondents strongly disagreed, and 10% of respondents disagreed with the statement. They blamed the animations for deviating their concentration from the statistical data shown in the audio-visual modules

From all these graphical illustrations, we can say that the majority of the employees are getting benefits from the microlearning modules. It has eventually increased their learning retention and duration of focus. In addition, their free time during lunch is being utilized productively to facilitate subconscious learning. If Square Pharma can increase module accessibility and reduce redundancy, it will have no trouble convincing the remaining employees, who are not entirely convinced yet.

Limitation:

Due to the lack of time and the employees' busy schedules, the questionnaire was the medium used for obtaining information from them. If there had been sufficient time, it would have been possible to conduct a more thorough investigation. In addition, due to a lack of time and resources, it was not possible to require all employees to fill out the survey, which may have skewed the results of the study. Even variables such as intense work pressure and lunchtime crowding were not possible to integrate.

Future Study Prospects:

A more extensive amount of sample size along with added variables would help to gain more detailed insights regarding micro-learning modules. Even surveys can be tailored to specific modules, providing the administration with a clearer picture of how to enhance the quality of the modules. Even a comparative study with the microlearning departments of other organizations will help the business determine its position more precisely.

3.4 Conclusion:

As the largest pharmaceutical company in Bangladesh, Square Pharma establishes many trends and benchmarks for other companies to follow. It consistently prioritizes employee satisfaction and skill development in accordance with its founder Samson H. Chowdhury's dictum, "A happy employee is a good employee." Simply by investing in its employees and giving them the tools they need to succeed, Square has attracted a slew of fresh faces who are primed to take the reins. Microlearning is another initiative implemented by Square Pharma to encourage employee learning that is yet to be adopted by other companies. It can easily be said that along with its regular training programs, micro-learning modules have aided the company in conveying vital messages to its employees without killing their productive time. There will be long-term benefits to the company as a result of this initiative, which will make workers more invested, professional, and well-informed.

3.5 Recommendations:

- Square Pharma should make a platform to make the micro-learning modules accessible to all.
- The TV screen's position in the headquarter doesn't allow everyone to watch the microlearning modules. Square Pharma certainly has to increase the TV screens.
- Microlearning modules can also be played in front of the long lines for punching machines and elevators, in addition to the dining room.
- Lastly, the microlearning modules' central management and playback can be made fully automated.

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