

Report On

***The Impact of Training and Development on Knowledge and Skills
Enhancement of Employees in
Square Pharmaceuticals PLC***

Submitted By:

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Student ID: 19304085

An internship report submitted to the BRAC Business School, BRAC University in partial fulfillment of the requirements for the degree of [Bachelor of Business Administration].

BRAC Business school, BRAC University

Submitted Date: th May, 2024

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Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Md. Taiyeb Husain

Student ID: 19304085

Supervisor's Full Name & Signature:

Mr. Zaheed Husein Mohammad Al-Din

Senior Lecturer, BRAC Business School, BRAC University

Letter of Transmittal

Mr. Zaheed Husein Mohammad Al-Din
Senior Lecturer
BRAC Business School
BRAC University

Subject: Submission of Internship Report on the topic “The Impact of Training and Development on Knowledge and Skills Enhancement of Employees in Square Pharmaceuticals PLC”

Dear Sir,

I am submitting you my internship report as it is a requirement of the BBA program. Sir, I tried my best to complete the report correctly and follow all restrictions to obtain a useful report. It was a pleasure to work on this report to gain some practical experience and knowledge also understanding the functions of the human resource management department.

I have tried my level best to complete this report with the important data and recommended proposition in a significant compact along with comprehensive manner as much as possible. I strongly believe that the report will meet the desires.

Sincerely yours,

Md. Taiyeb Husain
ID: 19304085
BRAC Business School
BRAC University
Date:

Non-Disclosure Agreement

This agreement has been drawn up and executed between SQUARE Pharmaceuticals PLC. and Md Taiyeb Husain, Student of BRAC University.

Myself, Md Taiyeb Husain, hereby certify that this report will not contain any confidential, damaging or otherwise dangerous information to SQUARE Pharmaceuticals PLC. This report will be followed up under the supervision of the facility manager and will be based on my daily experience. As a result, my internship program evaluation report will not be posted online. It will be hosted at BRAC University.

Lastly, let me clarify and ensure that this report will not discredit the company and those sources of information are mentioned accordingly.

Acknowledgement

I am very happy to declare that I have completed this report within the given period of tenure also I would like to express my sincere thanks to the following people who helped me a lot to complete my internship report:

- Mr. Fakrul Hassan and Mr. AK Paul, General Manager, Human Resource Department and all the other members whom I worked with for all their guidance and support.
- Mr. Nurul Islam, Manager, Human Resource Department and my supervisor for giving me this valuable opportunity and support throughout my whole internship period.
- Mr. Md Shahidul Alam, Senior Manager, Human Resource Department for his mentorship as he is the team leader of Learning and Development team.
- Mr. Abdur Rahman, Executive and Mr. Mozammel Hoque, Senior Executive Human Resource Department, their immense guidance helps me a lot also they shared their knowledge and expertise with me.
- Mr. Zaheed Hussain Mohamed Al-Din and Ms. Takmillah Tabassum, BRAC Business School, BRAC University, my supervisor and co-supervisor for their feedback and suggestions.

I am lucky enough as I have learned from such a talented and dedicated team. I strongly believe in that these skills and knowledges which I have gained during my internship period will be invaluable in my future workplace and also in my career.

Regards,

Md. Taiyeb Husain

BRAC Business School

BRAC University

Executive Summary

The internship study examines "The Impact of Training and Development on Knowledge and Skills Enhancement of Employees in Square Pharmaceuticals PLC." The study examines how Square Pharmaceuticals, a leading pharmaceutical business, trains and develops its employees.

The paper opens with a summary of the pharmaceutical industry's changing landscape and the need for companies to engage in employee training. It emphasizes Square Pharmaceuticals PLC.'s importance in the sector and the internship report's goals.

The methodology section describes the research procedure, including interviews and training program and material analysis. Primary and secondary data were used to analyze Square Pharmaceuticals' training and development procedures.

The research shows that training and development programs improve employees' knowledge and skills. These programs have succeeded in technical proficiency, leadership, and industry adaptability, according to the report. Employee comments and views of training efficacy are also examined.

Discussing training and development challenges and opportunities reveals avenues for growth. To optimize employee development, training programs should emphasize personalized learning routes, ongoing assessment, and the integration of developing technology.

The research finishes with a review of major findings and Square Pharmaceuticals PLC implications. It emphasizes the need of training and development for pharmaceutical company performance. As the landscape changes, organizations must prioritize staff growth and skill enhancement to be competitive.

This research examines the importance of HR learning and development and analyses its operations to offer effective training strategies for Square Pharmaceuticals PLC.

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List of Acronyms

Short Forms	Long Forms
SPL	Square Pharmaceuticals PLC
CHQ	Corporate Headquarters
IMD	International Marketing Department
PMD	Product Management Department
MPO	Medicine Promotion Officer
SPO	Sales Promotion Officer

Chapter 01: Overview of Internship



Inspiring Excellence

1.1 Information about the Internship

1.1.1 Student Information

Name: Md Taiyeb Husain

Student ID: 19304085

Major: Human Resource Management

Minor: Computer Information Management

1.1.2 Company Information

Time Duration: 03 months (22nd January 2024 to 21st April 2024)

Organization Name: SQUARE Pharmaceuticals PLC

Department: Human Resource Department

Address: Square Center, 48 Mohakhali C/A, Dhaka- 1212, Bangladesh

1.1.3 On-site Supervisor's Information

Name: Mr. Nurul Islam

Position: Manager

Department: Human Resource Department

Address: Square Center, 48 Mohakhali C/A, Dhaka- 1212, Bangladesh

1.2 Internship at SQUARE Pharmaceuticals PLC

Human Resource Management is a field that I have always had a deep passion. My academic background in HRM inspired me to extend my professional learning and improve my expertise. An opportunity to acquire professional knowledge through an internship at Square Pharmaceuticals PLC., the flagship firm of the Square Group. I worked in the Human Resource Department of Square Pharmaceuticals, located at Square Centre, 48 Mohakhali C/A, Dhaka 1212, from January 22, 2024, to April 21, 2024. There are other duties such field force management, talent acquisition, and HR information systems (IS). My supervisor over these months has been Mr. Nurul Islam, the manager of the HR department. I have gained comprehensive knowledge

which is used in pharmaceutical organizations. Working with corporate professionals taught me practical knowledge and formal technique. I was able to learn about new strategies of HR. This experience has a significant impact on my future in human resource department and on my opinion of practical experience.

1.3 Duties & Responsibilities

During my internship at Square Pharmaceuticals, I undertook a range of responsibilities designed to support the Human Resources Department and contribute to the company's overall HR strategy. Here is a detailed description of my duties:

- Developing Microlearning Module
- Updating and maintain Employee Database
- Maintenance and creation of individual file
- Synchronizing the Recruitment process for instance, collecting documents, calling the applicant, scheduling and managing the written exam as well as the interview and supporting other works.
- Providing support for administrative exercise
- Written exam scripts checking
- Prepare candidate summary
- I also involved organizing training sessions and workshops for staff such as developing training materials, coordinating with senior staff and ensuring all necessary supplies were available. I also helped assess the effectiveness of these training programs.

During my tenure at Square Pharmaceuticals, I had a deep and thorough experience in the field of human resource management. The program offered a thorough educational opportunity, enabling me to put theoretical knowledge into practice and gain essential skills essential for a prosperous HR job.

1.4 Challenges

I have got a lot of experience which is good and very much practical also I believe this journey will boost my career in near future. However, I have faced some challenges in terms of my internship at Square Pharmaceuticals Limited, such as:

- When I started my internship, I was presented with a substantial quantity of information on corporate rules, processes, and HR protocols.
- Sometimes I found there a little bit of work load and sometimes also there is no enough work so achieving a balance between these two was difficult due to fluctuating workloads which required strong time management skills to handle periods of both low and high work demands.

Although these challenges occur frequently, they provide as excellent opportunities for learning that promote both personal and professional development.

1.5 Conclusion:

SQUARE Pharmaceuticals PLC the preeminent pharmaceutical organization in Bangladesh provides its human resources apprentices with the opportunity to work in a dynamic and diverse environment that fosters efficient learning procedures. The primary objective of the curriculum is to acquaint students with the fundamental facets of the Human Resources department, including but not limited to staff relations, recruitment and training. The internship entails the involvement of the majority of interns in diverse recruitment endeavors. These responsibilities include conducting background investigations and interviewing potential candidates. In addition, trainees contribute to the overall functioning of the training and development division by offering assistance. Certain situations may necessitate those interns facilitate sessions independently utilizing the provided materials. After successfully concluding their internships, all students will acquire a thorough comprehension of the essential processes required to develop, oversee, and retain a sufficient workforce internally. SQUARE Pharmaceuticals considers performance as a top priority as it believes that it improves staff productivity and guarantees the delivery of high quality results.

Chapter 02: Organization Part



Inspiring Excellence

2.1 Introduction

Square Pharmaceuticals PLC., the largest pharmaceutical company in Bangladesh is a reliable and prominent player in the country's pharmaceutical industry. In 1958, under the guidance of the Late Samson H. Chowdhury, it was established as a Partnership Firm with the purpose of functioning. In the subsequent year, Square Pharmaceuticals PLC. with only twelve people occupying a 3,000 square foot unit successfully manufactured its inaugural product EASTON'S syrup and had a turnover of Tk. 55,000. In 1964, the Partnership Firm underwent a transformation and became a Private Limited Company. In 1991, it changed its status to a publicly traded corporation. In 1995, it had an initial public offering and became a publicly traded company. The term "SQUARE" encompasses more than just a label it represents a particular mindset. Since its establishment in 1958, it has evolved into one of the most prominent societies in Bangladesh. Square Pharmaceuticals has been the leading company in the pharmaceutical industry in Bangladesh for the past 39 years. Additionally, it has a significant presence in the global market, beginning in 1987 with the exportation of various pharmaceuticals, such as antibiotics, and other pharmaceutical formulations. This development established Square's reliability. The company places a strong emphasis on quality in its products, processes, and services. Square Pharmaceuticals PLC. achieved a remarkable revenue of BDT 69.57 billion (US\$ 695.26 Million) during the fiscal year 2022-2023, representing around 17.63% of the overall market share and seeing a growth rate of approximately 4.77%. SQUARE presently employs a workforce of around 12,503 individuals, both domestically and internationally, incurring labor expenses. SQUARE holds a market capitalization of around BDT 186.33 billion (equivalent to US \$1.86 Billion), positioning it as the leading company in the pharmaceutical sector. (“Square Pharmaceuticals PLC.”)

Some of the significant milestones of the company are as follows:

Year	Milestones
2018	<ul style="list-style-type: none">• Received the prestigious National Export Trophy (Gold) accolade.• Achieved the ICMAB Best Corporate Award.• Obtained approval for the Abbreviated New Drug Application (ANDA) of Valsartan for the United States market.

	<ul style="list-style-type: none"> • Company’s manufacturing facilities have been granted GMP clearance by NPRA, Malaysia. • Achieved the National Productivity & Quality Excellence Award.
2019	<ul style="list-style-type: none"> • Received the prestigious "President's Award for Industrial Development" as a highly accomplished enterprise in the Large-Scale Industry category. • Achieved the Occupational Health and Safety Good Practice Award. • Received the prestigious National Export Trophy (Gold).
2021	<ul style="list-style-type: none"> • Received commendation from the Large Taxpayer Unit (LTU) of the National Board of Revenue (NBR) for being recognized as one of the highest contributors to tax revenue in the country. • Received the prestigious Bangabandhu Sheikh Mujib Industrial Award 2020 in the area of the nation's most outstanding large-scale industries. • Received the prestigious National Export Trophy (Gold). • Achieved the ICMAB Best Corporate Award. • Achieved the Green Factory Award.
2022- 2023	<ul style="list-style-type: none"> • Recognized by the National Board of Revenue (NBR) as a top taxpayer in the Pharmaceuticals Sector and have been awarded a Tax Card. • Received the National Productivity & Quality Excellence Award from the Ministry of Industries. • Achieved the ICMAB Best Corporate Award. • Received the ICSB National Award for Excellence in Corporate Governance.

Figure 01: Table of Significant Milestone.

2.1.2 Founder Chairman's Profile

Mr. Samson H Chowdhury's date of birth is 25 September, 1925. Upon finishing his studies in India, he went to the region known as East Pakistan at that time and established his residence in Ataikula hamlet, located in the Pabna district. His father was employed as a Medical Officer in an outdoor dispensary in the area. In 1952, he established a modest pharmacy in the town of Ataikula, located around 160 kilometers northwest of the capital city, Dhaka, in Bangladesh. In 1958, Mr. Samson H Chowdhury embarked on a pharmaceutical business partnership with three of his friends. The name "SQUARE" was chosen because it symbolizes accuracy, perfection, and quality. It was selected by the founders, who were four friends, to reflect their commitment to making high-quality products. The little corporation established in 1958 has now transformed into a publicly traded conglomerate, encompassing multiple enterprises and employing over 28,000 individuals. The current annual group revenue is 616 million USD.

SQUARE has been renowned not just in the pharmaceutical industry, but also as a symbol of excellence in several sectors such as consumer items, toiletries, health products, textiles, agro vet products, information technology, and more. His tremendous achievements were made possible by his inventive ideas, tireless work, tenacity, dedication, and self-confidence. Currently, the moniker "SQUARE" evokes a sense of confidence and reliability. SQUARE is poised to sustain its global expansion under his dynamic leadership.



Figure 02: Founder-Chairman with his family.

2.2 Overview of Square Pharmaceuticals PLC.

2.2.1 Mission, Vision and Objective of SP PLC.

SQUARE Pharmaceuticals PLC is driven by a distinct purpose, vision, and set of objectives that influence company actions and strategic orientation:

Mission: SQUARE Pharmaceuticals PLC is committed to manufacturing and distributing superior healthcare products that are both innovative and of high quality. The corporation maintains stringent ethical standards in its business operations, with the objective of promoting the welfare of shareholders, stakeholders, and society at large.

Vision: SQUARE regards business as a means to achieve both material and social prosperity for investors, employees, and society at large. The vision focuses on promoting the accumulation of riches via both financial success and moral improvement, which contributes to the evolution of human civilization.

Aims: The aims of SQUARE Pharmaceuticals PLC are centered on executing commercial operations in a transparent manner, directed by market processes and adhering to legal and social standards. These aims are in accordance with the company's mission, as evidenced by its vision.

SQUARE is dedicated to providing high-quality healthcare, upholding ethical behavior, and contributing to the progress of society. This dedication drives the organization towards achieving sustainable expansion and building a worldwide footprint.

2.2.2 SQUARE Pharmaceuticals PLC's formulation units.

SQUARE Pharmaceuticals PLC has two main formulation sites in Bangladesh with these two sites there are so many plants and all the sites are well organized and highly equipped under the supervision of professionals. The formulation sites are: the Dhaka Unit and the Pabna Unit.

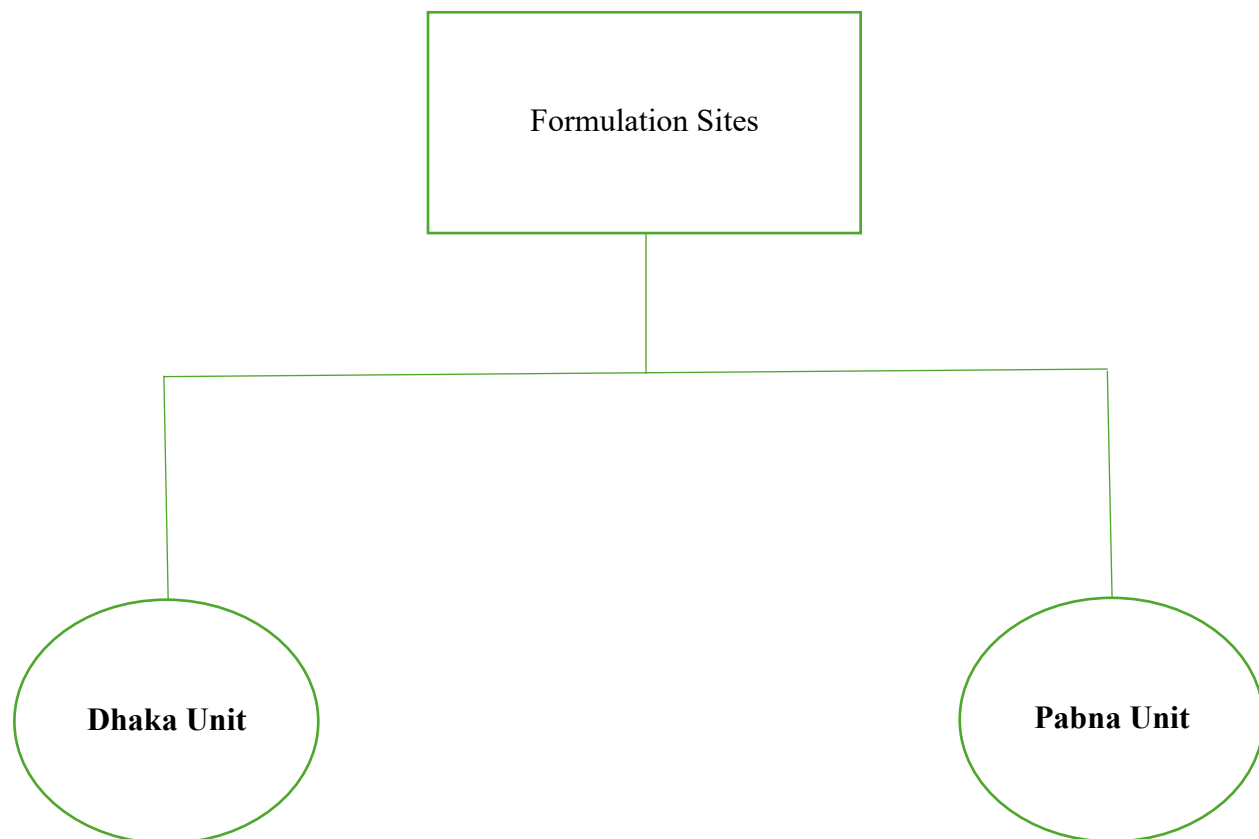


Figure 03: Chart of Formulations Site

DHAKA Unit:

The Dhaka Unit is located around 50 kilometers north of the capital city. The design of this plant was undertaken by Bovis Lend Lease, a corporation headquartered in the United Kingdom. This facility functions as a sophisticated manufacturing plant that specializes in producing oral solid dosage forms. Every component of the facility has been carefully designed and built to meet the strict criteria of cGMP CFR 21. The operations at the Dhaka Unit began in the late half of 2002.



Figure 04: Part of Dhaka Unit of SPL.

1. **Solid Dosage Unit 1** - refers to a form of medication that is in a solid form, such as tablets or capsules. The General Production Building (GPB), commonly referred to as this unit, is largely responsible for the large-scale manufacturing of tablets and capsules, as well as their packaging. Since 2002 this unit has been operating its operations.
2. **The Solid Dosage Unit 2** – This well-organized unit was established in 2014 to meet the growing need for pharmaceutical goods. However, this has the capacity to produce annually 8000 million tablets and 2000 million capsules. The design and also the commissioning of this project address to worldwide regulatory and Good Manufacturing Practice (GMP) norms.
3. **Cephalosporins Unit** - This unit is specifically focused on the production of cephalosporins and is intended to limit the possibility of cross-contamination. This is particularly important because cephalosporins are highly sensitizing compounds.
4. **Measurement of Insulin** – To ensure the high excellence in the manufacturing of insulin SQUARE formed this division. Also, this unit using the infrastructure and primary

production equipment supplied by Tpro (Telster Projects) which is a well-known Spanish business they are specializes in providing complete clean room projects.

5. **Parenteral Unit with a High Volume** - This machine produces high quantities of parenteral solutions and is designed to comply with industry rules outlined by the European Union Good Manufacturing Practice (EU GMP) and the United States Food and Drug Administration (USFDA). The equipment is characterized by its advanced technology and complete automation.
6. **Unit for Small Volume Parenteral and Ophthalmic Medications** - The small volume parenteral unit manufactures various sterile dosage forms, such as glass ampoules and glass vial injections, available in both lyophilized and liquid-filled formats. SQUARE's ophthalmic goods are manufactured at a modern and advanced facility located in Kaliakoir, Gazipur. This facility is constructed in accordance with the regulatory requirements of the US Food and Drug Administration (FDA) and the UK Medicines and Healthcare products Regulatory Agency (MHRA) for current Good Manufacturing Practice (cGMP). It employs Blow-Fill-Seal (BFS) technology to provide a suitable sterile environment.
7. **Metered Dose Inhaler (MDI) Device** - SQUARE has created a state-of-the-art Insulin Manufacturing Unit to ensure the utmost quality of insulin. Tpro (Telster Projects), a prestigious Spanish company specialized in comprehensive clean room projects, has effectively constructed the necessary infrastructure (including civil works and utilities) for the Insulin Manufacturing Facility. Tpro also provides crucial manufacturing apparatus, including a Formulation vessel, holding vessel, Autoclave, and CIP/SIP station for the Holding vessel. These machines allow us to manufacture significant volumes of insulin solution/suspension.

Each of these units is essential to SQUARE Pharmaceuticals' dedication to delivering high-quality healthcare products and demonstrates the company's expertise in pharmaceutical manufacture.

Pabna Unit:

The Pabna Unit is the first production facility of SQUARE Pharmaceuticals PLC and started operating in 1958. The factory is modern and cGMP compliant according to the World Health Organisation's current Good Manufacturing Practice requirements. It received the ISO 9001

Certificate in 1998 after being audited by Orion Registrar Inc., USA and it upgraded its Quality Management System to the 2008 edition in 2002. The Pabna Unit of SQUARE Pharmaceuticals first production facility established in 1958 is up to date in terms of current good production Practice and fully cGMP compliant as per World Health Organisation's requirements. In 1998, this unit was certified with ISO 9001 after it was audited by Orion Registrar Inc, USA and the Quality Management System was upgraded to the 2008 version in 2002.



Figure 05: Part of Pabna Unit of SPL.

A) Hormone and Steroid Unit

The SQUARE takes adequacy to increasing the current quality in the Pabna facility of Good Manufacturing Practices. A separate unit building exclusively building hormone steroid synthesis. All processes in this unit are decent tablet compression, coating, blistering and granulation to disguise identity of products to prevent cross contamination.

B) Liquid Unit

SQUARE Pharmaceuticals PLC has produced a wide variety of liquid pharmaceutical products since 2010. The available products are syrups, suspensions, dry powders, creams, and gel applications. More so, the corporation has established a specific sector that exclusively produces pharmaceutical products that target individuals who are suffering from diabetes. This shows that the corporation is committed to its quest to cater to different healthcare needs.

C) Penicillin Unit

It is a sign of steadfast adherence to high cGMP requirements since a containment system is needed to guarantee penicillin fidelity manufacturing. Based on the specialised nature of the facility equipped with emergent machinery centered ensure that prominent quality penicillin is produced while observing substantial safety rules. SQUARE Pharmaceuticals underscores the dedication to achieving high-quality, safety and originality in the pharmaceutical industry.

AgroVet Division

When established in 1998, the firm had produced only three locally produced goods. However, as of the date of this report, the enterprise has produced a total of 73 distinct things. These products are necessary for maintaining proper animal health and proliferating agricultural output, such as; antibacterial agents then vitamins. In addition, the Division also featured a large number of imported things from reputable worldwide businesses to emphasize their dedication to quality and distinctiveness, alongside promoting locally produced products. Additionally, the business demonstrates its dedication by forming agreements with prominent veterinary care companies in the industry to ensure that consumers have to access excellent services and products. The goal of the AgroVet Division is to meet SQUARE Pharmaceuticals firm to create a prosperous and equitable healthful Bangladesh.

Pesticide Unit

The unit focuses on repackaging, marketing, and selling pesticides obtained from recognized worldwide producers. Safety and adaptability are the main priorities in its activities. The unit aims to make a positive contribution to both the agricultural industry and environmental sustainability

by utilizing experienced personnel, advanced machinery, and strict adherence to domestic and international standards. This aligns with SQUARE Pharmaceuticals' overall commitment to benefiting humanity and the environment.

Herbal & Ayurvedic Site

The Herbal & Ayurvedic Division of SQUARE Pharmaceuticals PLC. It is the first healthcare organization in Bangladesh that is dedicated to revolutionizing the field of medication using natural methods. They have already gained the complete trust of our healthcare providers by offering the best quality natural goods from both Eastern and Western sources. Their products consistently meet the required standards of effectiveness and safety set by international regulations. In order to keep up with global competition, it is important for developing country to embrace the trend of natural medicine, which has gained popularity and practice in developed countries. By doing so, they can strive to produce high-quality herbal products that are available for both domestic and international use. The therapeutic categories they are addressing:

- Anti-tussive & Expectorant
- Hepato-protective
- CNS & antidepressant
- Cardiovascular
- Adaptogen & Immunomodulator
- Vitamin & mineral supplement
- Hematinic
- Gastrointestinal
- Topical analgesics
- Hormonal

In addition to natural medicine, they provide conventional ayurveda remedies using contemporary and refined methodology. The ayurvedic variety they offer includes energy tonics, digestive health products, liquid vitamins, and more.

2.2.3 Export Market

Square Pharma has expanded its export market to encompass more than 45 countries. The company has used various strategies to increase exports within its current capacity, and anticipates further growth in the future. In the reviewed year, the exports reached Tk. 1,960.00 million, which is a 15.06% rise in comparison to the past year's Tk. 1,700.27 million. (Annual Report, 2022- 2023)

Asia: Azerbaijan, Bhutan, Cambodia, Georgia, Hong Kong, Laos, Macau, Malaysia, Maldives, Myanmar, Nepal, Philippines, Singapore, Sri Lanka, Tajikistan, Vietnam, Yemen.

Africa: Cameroon, Eritrea, Ivory Coast, Kenya, Libya, Mauritania, Mauritius, Mozambique, Nigeria, Sudan, Tanzania, Uganda.

Oceania: Fiji, Palau, Papua New Guinea.

Central & South America: Belize, Costa Rica, Jamaica, Nicaragua, Panama, Suriname.

Europe: UK (Contract Manufacturing)

North America: USA

Global Markets: 45 Countries



Figure 06: Global Markets of SPL

Highlights of the Export Operations

- The company has been exporting pharmaceutical finished products since 1995.
- They provide good-type products at reasonable prices.
- The range of the goods that contain over 300 off-patent and on-patent compounds in various dosage forms.
- Provides contract manufacturing facilities and services for product development, including technology transfer.
- Offers support in promoting and training products in international markets.

2.2.4 Sister Concerns of SQUARE Group



Figure 07: Logos of sister concerns of SPL

2.3 Management Practice

Square Pharmaceuticals the biggest pharmaceutical firm in Bangladesh has developed an all-encompassing management approach tailored to its industry standing. The approach aims to achieve both immediate and long-term objectives with a particular emphasis on maintaining high standards, establishing industry leadership and expanding worldwide market presence. This demonstrates a dedicated commitment to sustainability and a strong aspiration for achieving excellence. This vision encompasses the following prioritized procedures: the adoption of best practices, the welfare of stakeholders, and the promotion of sustainability. Square Pharmaceuticals PLC places utmost importance on implementing the most effective strategies and methods outlined earlier in order to accomplish its objectives in the industry, sector and society both in the short and long run.

Management Team of Square Pharmaceuticals PLC

The Board of Directors consists of esteemed members who guide the strategic direction of Square Pharmaceuticals PLC right now:

- Mr. Samuel S Chowdhury, Chairman
- Mrs. Ratna Patra, Vice Chairman
- Mr. Tapan Chowdhury, Managing Director
- Mr. Anjan Chowdhury, Director
- Mr. Kazi Iqbal Harun, Director
- Mr. Syed Afzal Hasan Uddin, Independent Director
- Mr. Abul Kalam Azad, Independent Director

The employees of Square Pharmaceuticals PIC comprising the Top Management Committee

- Mr. Tapan Chowdhury, Managing Director
- Mr. Anjan Kumar Paul, Head of Human Resource
- Mr. Md. Kabir Reza, Head of Accounts & Finance
- Mr. Md. Mizanur Rahman, Head of Operations
- Mr. Md. Aquizzaman, Head of Marketing

2.4 Marketing Practice

Square Pharmaceuticals PLC is a prominent marketing company that promotes its products worldwide using diverse strategies and communication methods. Square Pharmaceuticals employs a combination of cutting-edge digital marketing strategies as well as traditional marketing methods including print advertising and direct marketing. The Product Department oversees the timing of market entry, co-branding, and the introduction of new products. The marketing team use several strategies such as digital marketing, direct marketing, medical seminars, and other educational programs to enhance product awareness and increase consumer engagement rates. Square Pharmaceuticals PLC leverages the expanding market to get insights into developing strategy-driven products and seize opportunities for growth. The company manufactures and distributes its products in around 45 foreign nations. Square Pharmaceuticals expands its global presence by doing meticulous and tailored market analysis of superior quality. The utilization of diverse messages consistently leads to successful market entry.

The company's marketing approach includes:

- **Product diversification:** refers to the strategy of delivering a broad range of pharmaceutical products that meet various health needs.
- **Quality Assurance:** Emphasizing the need of product quality to cultivate consumer confidence and trust.
- **Global Expansion:** Leading the export of medicines from Bangladesh, entering markets in 45 countries and extending its presence worldwide.
- **Innovative Initiatives:** Engaging in continuous research and development efforts to introduce new and improved goods.
- **Adopting a client-centric approach:** Focusing on consumer demands and input to enhance product lines and services.
- **Strategic Branding:** Creating a strong brand image both locally and globally by implementing effective communication and advertising tactics.

2.5 Financial Performance

The income statement, reflecting revenue, the balance sheet is a financial statement that displays a company's assets, liabilities, and shareholders' equity at a certain moment in time. It includes information on costs and net income, and is the flow-through statement of the cash statement, performance and cash from operating, investing and financial activities. The financial ratios calculated from these statements are also important in a financial statement analysis for evaluating liquidity, profitability, efficiency and leverage, thus overall financial position of the company. These ratios are critically examined to evaluate the company's performance and take well-informed decisions.

MANAGEMENT'S DISCUSSION & ANALYSIS

Annexure III to the Directors' Report

Comparison of Financial Performances with Peer Industry Scenario:

A comparison of Financial Performances, Financial Position as well as Cash Flows for the year ended 30 June, 2022 of 5 (five) pharmaceutical companies are presented below in order of market capitalization:

Figures Tk. in '000

Particulars	SQUARE	RENATA	BEXIMCO	BEACON	RECKIT
Market Capitalization (in million)	186,332.00	139,688.86	65,221.59	58,212.00	23,028.23
Financial Performance:					
Revenue (Net)	57,597,941	31,070,555	30,220,732	8,022,736	4,969,365
Gross Profit	29,639,914	14,725,972	13,712,766	4,416,945	2,237,494
Net Profit (Before Tax)	16,024,560	6,122,668	6,736,544	1,292,968	892,861
Net Profit (After Tax)	16,417,497	5,110,957	5,161,344	935,036	659,140
Financial Position:					
Shares Outstanding (actual)	886,451,010	107,192,982	446,112,089	231,000,000	4,725,000
Shareholders' Equity	93,007,355	29,412,303	40,315,738	5,943,850	835,390
Total Assets	97,535,187	42,015,576	59,694,627	10,815,897	3,395,895
Total Liabilities	4,527,832	12,603,273	19,378,889	4,872,047	2,560,505
Current Assets	62,748,424	15,505,401	15,533,009	6,444,215	2,650,135
Current Liabilities	3,349,091	11,197,843	11,067,296	4,674,133	2,405,032
Cash Flow:					
Net Cash Generated from Operating Activities	12,345,634	3,009,340	5,027,965	1,082,175	1,283,587
Net Cash Used in Investing Activities	(1,688,245)	(6,080,221)	(7,517,904)	(1,837,765)	(122,445)
Net Cash Used in Financing Activities	(5,564,236)	2,418,710	2,612,896	956,247	(811,979)
Market Share (in %)	17.63	4.89	9.52	2.62	1.62

Figure 08: Comparison of Financial Performance of the peer industry

Corporate Operational Results

Square Pharmaceuticals PLC. (Standalone)

SQUARE
Market Share
17.63%

Figures in '000

Business Results:	2022-2023	2021-2022	2020-2021	2019-2020	2018-2019
Gross Revenue	69,573,803	66,406,960	58,346,258	52,926,219	44,595,486
Value Added Tax	9,185,007	8,809,019	7,643,229	7,049,770	5,909,831
Net Revenue	60,388,796	57,597,941	50,703,029	45,876,449	38,685,656
Gross Profit	29,874,382	29,639,914	25,902,993	23,339,779	18,974,590
Net Profit (Before Tax)	21,097,122	21,024,560	18,755,933	17,185,382	13,965,289
Net Profit (After Tax)	16,470,228	16,417,497	14,743,265	12,955,974	10,562,864
Net Assets Value (NAV)	100,516,964	93,007,355	82,217,575	69,909,802	60,806,055
Total Assets	104,755,128	97,535,187	86,602,384	74,350,804	65,061,673
Bank Borrowings	-	-	-	-	-
Current Assets	70,169,515	62,748,424	54,945,934	46,886,758	38,291,545
Current Liabilities	3,212,078	3,349,091	3,109,956	3,228,073	2,961,271
Current Ratio	21.85	18.74	17.67	14.52	12.93
Net Assets Value (NAV) per Share	113.39	104.92	92.75	78.86	68.59
Net Operating Cash Flow per Share	9.17	13.93	12.27	12.29	14.20
EPS-Earnings per Share (SPL)	18.58	18.52	16.63	14.62	11.92
EPS-Earnings per Share (Consolidated)	21.41	20.48	17.99	15.06	14.27
EPS at Original Capital at IPO	1,647.02	1,641.75	1,474.33	1,295.60	1,056.29
Quoted Price per Share - DSE	210.20	216.70	215.50	172.50	264.30
Quoted Price per Share - CSE	209.80	216.90	215.60	172.50	264.90
Price Earnings Ratio-DSE (Time)	11.31	11.70	12.96	11.24	21.13
Price Earnings Ratio-CSE (Time)	11.29	11.71	12.96	11.24	21.18
Market Capitalization-DSE (in billion)	186.33	192.09	191.03	145.63	208.53
Market Capitalization-CSE (in billion)	185.98	192.27	191.12	145.63	209.00
No. of Shares Outstanding	886,451,010	886,451,010	886,451,010	844,239,058	789,008,466
Face Value per Share	10.00	10.00	10.00	10.00	10.00
Dividend (Cash)	105%	100%	60%	47%	42%
Dividend (Stock)	0%	0%	0%	5%	7%
Dividend Payout (in '000)	9,307,736	8,864,510	5,318,706	4,390,043	3,866,141
Shareholders:	2022-2023	2021-2022	2020-2021	2019-2020	2018-2019
Sponsors/Directors	5	5	5	5	5
Financial & Other Institution	1,141	1,126	1,211	916	927
Foreign Investors	67	70	90	91	118
General Public	84,464	75,363	75,233	60,251	56,570
Total -	85,677	76,564	76,539	61,263	57,620
Employees:	2022-2023	2021-2022	2020-2021	2019-2020	2018-2019
Executives	6,191	5,747	5,205	4,644	4,350
Non Executives	2,746	2,514	2,746	2,612	2,099
Workers	3,566	2,938	2,559	2,570	2,785
Total -	12,503	11,199	10,510	9,826	9,234

Figure 09: Financial Highlights of Square Pharma

The financial overview of Square Pharmaceuticals PLC demonstrates the company's progressive expansion and enhanced financial stability throughout a span of five fiscal years, from 2018–2019

to 2022–2023. The company’s gross revenue has shown a steady increase from 54.6 million in 2018–2019 to over 69.6 million in 2022–2023, suggesting growth in its operations and market presence. Despite a minor decrease in value-added revenue, the net revenue of the company increased in the prior year. This indicates that the company has not only maintained its sales rate but also its value-added selling component, as calculated by subtracting value-added sales tax from gross revenue. The company has effectively managed its costs, resulting in an increase in gross profit, despite changes in production costs and selling trends. The pre-tax and post-tax amounts exhibited a modest upward trend, suggesting that the company has improved its productivity and ability to efficiently handle both operational and non-operational expenses. The robustness of asset management is evident as the Net Asset Value (NAV) has experienced a notable growth, suggesting that Square Pharmaceuticals PLC has implemented advantageous enhancements or made strategic purchases. The company’s bank borrowings have dropped, indicating a reduced need on external financial support. This may be attributed to an increase in income or improved management. The current ratio also signifies enhanced liquidity. The share and market perspective also suggest a favorable current valuation: the Net Asset Value (NAV) per share, operating Cash Flow Per Share (CFPS), and Earnings Per Share (EPS) data demonstrate reasonable returns and investor worth. Due to the growth in market capitalization, there has been a decline in gains from shares. The firm’s dividend strategy appears to be adaptable, with a combination of cash and stock being utilized and the yield varying from year to year. This suggests that the corporation is prioritizing reinvestment rather than distributing profits or providing additional dividend rewards during prosperous periods. Furthermore, the shareholder and sponsor structure provide insight into the governance and operational framework of the organization. Moreover, the labor statistics indicate the reorganization and size of the organization. Thus, Square Pharmaceuticals PLC demonstrates a favorable or equitable perspective with commendable advancements in key financial metrics, asset and liability management, and suitable corporate governance.

2.6 Accounting Practices

Square Pharmaceuticals PLC has implemented rigorous protocols to guarantee transparency, adherence to regulations, and financial probity. Here, I will provide a thorough account of the company's public statements and financial documents on these practices. Firstly, strict compliance

with the International Financial Reporting Standards endorsed by the Financial Reporting Council of Bangladesh. The company stated that it consistently produces financial statements that adhere to regulatory requirements. It is practiced since the financial statements can be presented on a transparent and uniform basis also compared globally. Additionally, their financial statements for the year ended 2023 included audited statements and complete financial reports as stipulated in the legal and regulatory bodies. Lastly the organization identifies, assesses and mitigates financial also the operational risks on a routine basis with an effective risk management program. This board covers the risks of market, credit and liquidity. For instance, it is important to ensure all tax laws and regulations are followed to ensure tax liabilities are paid on time. Furthermore, corporate governance also includes rigorous rules governing accounting protocols. This encompasses many governing entities, such as the management committee and the audit committee. Furthermore, transparency in reporting is evident when the company provides comprehensive and unambiguous explanations regarding its revenues, asset management, and accounting practices. This level of transparency is crucial in building trust among investors, stakeholders, and regulatory bodies. Seventh, the company demonstrates sustainability and ethics through its adherence to sustainable and ethical accounting practices, as demonstrated by its financial reporting procedures. Ultimately, the company depends on these principles to effectively handle financial matters. This foundation guarantees that the company not only adheres to legal requirements and regulations, but also fosters sound financial reporting and management.

2.7 Operations Management and Information System Practices

In order to maintain its place as one of the industry leaders in the pharmaceutical industry, shows an advanced and integrated strategy of information systems and operations management. The company's manufacturing processes are based on the principles of efficiency and quality control due to the structured strategic approaches to operations. The comprehensive information system framework that enhances data management and operational decision-making supports this. Square Pharmaceuticals uses complex Enterprise Resource Planning systems in order to integrate different parts of operations, such as production planning, material management, quality control, and distribution. Although there are different software solutions in use, SAP is mentioned as playing an important role in the system. An ERP system minimizes waste and increases efficiency by

simplifying operations. The alignment of the company with global standards supports operations and enhances the company's effectiveness in international markets, ensuring quality at the same time. File Access to real-time data, informing quick and informed decisions, and utilization of information systems in Square Pharmaceuticals are tailored to support complex operations. This solution ensures that such systems, connected across different divisions, form a data stream that helps reach high-level decisions that propel the company forward. These joint practices demonstrate Square Pharmaceuticals' commitment to operational efficiency and the ability to adapt to the constantly changing environment of the pharma market. Such an approach delivers daily operations and aids in reaching long-term strategic objectives that ensure growth and sustainability in a turbulent market.

2.8 Human Resource Department

Square adopts a forward thinking company culture that establishes a business climate that emphasises both efficiency and justice. It focuses on improving staff productivity for overall development and creating more accessible work settings to facilitate staff's acquisition of new skills and information. Productivity is of utmost significance for Square, particularly within its Human Resources department. The organisation pledged to utilise their Strategic Human Resource Development Programmes to move themselves towards their commitment. To enhance the market's confidence in Square as a reliable and transparent organisation, it is crucial to ensure that communication, particularly when resolving issues, is both efficient and of high quality. Knowing that their engagement in advancement is of utmost importance, it would greatly motivate the HR team. Human Resource Development is characterised by its ability to achieve a harmonious equilibrium between affluence and a sense of belonging. The staff experiences achievements and takes satisfaction in embracing numerous challenges and significant achievements. An indication of accomplishment is the absence of any labour union. Labour unions should serve as a source of competition for employers, pushing them to either surpass the unions or preserve the current state of affairs, as long as they ensure unwavering optimal working conditions. The HR department at Square oversees the implementation and enforcement procedures while ensuring that potential complainants are not disturbed. If workers' requirements for acquisitions have been met and sustained, it can be inferred that the issue of HR is well handled. The workforce has come to regard Square as their home, and this connection has motivated a sense of responsibility that Square would

not have achieved without the HR department's efforts to foster a strong sense of belonging among employees.

Human Resource Department has four functional areas:



Figure 10: Major Functions of HRD

- **Recruitment and Selection:** SQUARE Pharmaceuticals employs a thorough recruitment process to ensure the selection of highly skilled individuals who share the company's values and goals.
- **Reward Management:** An employee recognition system rewards and remunerates employees for their diligent efforts, hence fostering motivation.
- **Compensation Structure:** SQUARE offers highly competitive compensation packages that include salaries, incentives, and benefits to attract and retain exceptional employees.
- **Learning and Development:** Employees are provided with continuous learning opportunities to enhance their skills and advance in their careers.
- **Insurance Coverage:** Employees receive extensive insurance coverage as part of their perks, prioritizing their well-being and security.
- **Payroll Management:** The company's payroll system is highly efficient and ensures timely and accurate wage payments to employees.

- **Distribution Operations:** It is the goal of the organization's actions to guarantee that people management is carried out effectively across all communication channels.
- **Field Force Management:** In order to adequately meet market needs, it is necessary to efficiently manage a field force that is both highly skilled and well-equipped.
- **Job Confirmation Process:** SQUARE employs a systematic strategy to assess employee performance throughout the probationary phase prior to confirmation.
- **Employee Separation:** HRM effectively handles employee separations through a considerate approach that upholds the rights and dignity of leaving employees.
- **Exit Interview:** Exit interviews are carried out with the purpose of obtaining input from employees who are leaving and identifying areas that may be improved.
- **HR Information Management:** Sophisticated HR information systems are used to effectively handle employee data and facilitate HR decision-making.
- **SAP:** The organization has implemented SAP, a prominent enterprise resource planning software, to optimize its HR activities efficiently.

2.9 Recommendations

Square Pharmaceuticals is a prominent leader in the pharmaceutical industry, continually establishing itself as a trailblazer via strategic innovation and a steadfast commitment to quality. The company achieved significant and long-lasting growth, which allowed it to maintain a competitive advantage. Square Pharmaceuticals must examine many tactics, both domestically and internationally, to maintain ongoing growth and competitiveness. Square Pharmaceuticals has the ability to expand its customer base in the complicated pharmaceuticals and biotechnology industry. This encompasses increasing the expenditure on research and development, establishing collaborative partnerships with biotechnology companies, and potentially acquiring some in order to facilitate their rapid expansion. By allocating resources towards upcoming advancements and breakthroughs in biotechnology, the company can capitalize on the rapidly growing healthcare industry and enhance its range of products, resulting in increased profitability. Considering this viewpoint, Square Pharmaceuticals should focus more on the advancement of their company strategy to increase profitability. The organization utilized increasing amounts of data and

intelligence to develop more extensive market research and improve client offerings, going beyond the mere provision of online medical services. Online portals should be enhanced to improve accessibility and interactivity. Targeted promotional communication can be employed through digital channels to reach specific client segments, particularly the younger demographic. Square Pharmaceuticals' endeavors to expand its market will need to adapt to the health systems and changing requirements for market entry, particularly in emerging nations. Adopting environmentally sustainable manufacturing techniques and producing eco-friendly products can also help. The corporation must invest a substantial sum of money towards crucial funds for 'green' innovative technology and advocate for environmentally friendly packaging in order to enhance its commitment to sustainability. Furthermore, Square Pharmaceuticals must preserve relationships with many stakeholders, including employees, customers, and the local community. Maintaining integrity and ethical conduct in conversations and actively listening to others will result in loyalty and respect. Ultimately, Square Pharmaceuticals must persist in providing innovative concepts to their patients using state-of-the-art technology, such as tailored drugs and customized drug delivery systems that cater to individual needs. Square Pharmaceuticals PLC may enhance its business agility, adapt to evolving markets and business trends, maintain current growth rates, and further establish itself as a prominent worldwide player by following these measures.

2.10 Conclusion

Square Pharmaceuticals PLC has attained exceptional levels of performance and financial robustness due to its unwavering dedication to quality, innovation, and strong management. The company, acknowledged as the largest pharmaceutical corporation in the nation and engaged in a wide range of therapeutic areas, allocates significant funds towards research and development as well as expanding into international markets. In addition, Square strongly adheres to international quality compliance standards. These factors have allowed it to sustain a competitive advantage and maximize its potential despite strict limitations in Bangladesh's political economy. Square Pharmaceuticals' dedication to excellence, along with its target on creation and investment in efficient manufacturing and delivery networks, has allowed the company to effectively meet the ever-evolving pharmaceutical needs of its varied customer base. The company has taken advantage of the strategic expansion opportunities resulting from its business headquarters being located

close to India and the active presence of its distribution networks. Furthermore, the proactive and strategic management of risks and opportunities has instilled confidence in stakeholders, including government bodies, regarding the product and the company's endeavors. Square Pharmaceuticals' marketing strategy and operational efficiency have contributed to its ability to withstand fierce competition and volatile global raw material supply. The company's prominence and efficiency have been enhanced by the integration of a strategic strategy and short-term actions. Therefore, the organization has demonstrated agility while maintaining a sustained effort to enhance the quality of healthcare. The company is strategically positioned to operate efficiently within the packaging industry and has demonstrated consistent growth through several metrics.

Chapter 03: Project Part

Training and development practices at Square Pharmaceuticals PLC.



Inspiring Excellence

3.1 Background Study

The main reason of this internship report is to conduct a thorough examination of the potential influence of training and development programs on enhancing the knowledge and skills of employees at Square Pharmaceuticals PLC. In the present corporate landscape, there is a high level of change and rivalry, necessitating organizations to allocate resources towards enhancing the skills and abilities of their employees. Square Pharmaceuticals PLC is prominent participant in the pharmaceutical sector. The company acknowledges the significance of enhancing and broadening the skills and competencies of its personnel. The target of this research is to provide a comprehensive getting of the training programs done by Square Pharmaceuticals PLC, including the methods used and the effects they have on the employees' knowledge and abilities. This contextual information will facilitate the provision of pertinent data to ensure the creation and maintenance of optimal training and development programs. The goal of the training program is to give a more inclusive point of view, a chance to enhance the worker's work results, and a case for the organization to outperform its current competitors. In the context, there is the pharmaceutical field, which is usually equivalent to a dog-eat-dog world. The morale of the workers, their level of enthusiasm, and the labor turnover rate will also be discussed. This article also seeks to learn how much the company's training programs are aligned with the company's or institution's goal and vision. It will identify whether the firm is focused on achieving its goals and whether it has a vision. This will involve an examination of training programs that align with the evolving technologies and the imperative for innovation across all industries. Finally, this internship report aims to explore the impact of training and development approaches in Square Pharmaceuticals PLC.

3.1.2 Objectives of the Study

Primary objective:

This report is produced as a mandatory component of the BBA internship program. The principal aim of this research is to assess the operational procedures of the HR department and analyse the significance of learning and development. The ultimate goal is to recommend the most efficient training strategies tailored to the pharmaceutical industry.

Main Objectives:

- Understand the comprehensive training and development practices employed by the Human Resource Department (HRD) at Square Pharmaceuticals PLC.
- Examine the training initiatives implemented for employees and analyze the design of individual programs.
- Investigate the evaluation procedures applied to assess the performance of employees at Square Pharmaceuticals PLC.
- Assess the impact of training programs on employee development within the organization.

3.1.3 Literature Review

Training and development are vital for the productivity and overall success of any organizations in Bangladesh. So, in this literature review I try to mentioned a comprehensive analysis of recent studies and findings regarding training and development in organizations in Bangladesh. I ensure that the review discusses the importance of training, types, effectiveness, its challenges and future developments.

In recent years Bangladesh has experienced substantial economic growth and industrial development which leading to a need for a skilled and proficient workforce that prioritizes productivity, creativity and innovation. Organizations have acknowledged the necessity of investing in personnel training and development in order to sustain their viability and competitiveness. Ahmed and Islam (2020) assert that training programs improve organizational flexibility and competitiveness by equipping personnel with the ability to effectively adjust to evolving job requirements, technologies and market needs. Also organizations of Bangladesh offer several training programs that precisely address certain learning requirements and objectives. Hasan et al. (2019) state that the programs include technical training, soft skills or behavioral development, leadership and compliance training. The data collected from the research participants reveals that technical training is regarded as the most important aspect, particularly in industries such as pharmaceuticals, textiles and manufacturing. However the soft skills programs focus on enhancing employees communication, teamwork and problem solving capabilities. According to Islam et al. (2020), organizations that provide the high importance to ongoing training and

development experience increased levels of employee engagement, satisfaction and retention. Hossain and Chowdhury (2018) discovered a clear association between staff training and the success of organizations in the banking sector of Bangladesh. Furthermore Ahmed et al. (2019) emphasize the positive impact of employees of these programs on the efficiency and contentment. However, organizations in Bangladesh encounter distinct challenges in their efforts to train and develop their workforce. Karim et al. (2021) identify several common difficulties, including financial constraints, lack of qualified teachers, and employee resistance. The effectiveness of the training programs is hampered by both infrastructure limitations and cultural barriers. Once the dynamics are recognised, it is wise to contemplate creative methods for training and development in the changing organisations in Bangladesh. Rahman and Hossain (2022), argue that effective strategies should include personalised learning methods, utilising advanced technology like e-learning platforms and virtual reality simulators, to cater to the unique learning requirements of employees. The incorporation of artificial intelligence and machine learning in training is not uncommon.

To summation, training and development practices of organizations in Bangladesh can greatly help to boost employee skills, performance, so as organizational success. However, there is a considerable number of hinders impacting successful training including finance and cultural barriers. Although solutions have been offered, innovative means of training delivery will be valuable for different organizations as employees' behavior and challenges they face continue to change, while upward growth will need sustainability enhancements.

Hypothesis:

1. Training of employees has a favorable impact on the performance of organisations in Bangladesh.
2. Specific training programmes, such as technical training, have a more significant influence on employee performance in Bangladeshi organisations compared to other types of training.
3. The efficacy of training and development programmes in Bangladeshi organisations is hindered by cultural barriers.

3.2 Training and development:

Human resource development places a significant emphasis on "Training and Development" which has become increasingly vital in the context of technological advancements, heightened competition, escalating consumer expectations for quality and service, and the imperative to reduce costs. This global necessity is driven by the demand to equip workers with the skills needed for new roles.

Peter Drucker, a distinguished management author, accurately foresaw the rapid growth of the "training and development" industry, especially as the labor force shifted from manual labor to occupations that require knowledge and expertise. This change is illustrated by statistics that indicate technology is decreasing the skill prerequisites for 75% of the population in the United States. Furthermore, this phenomenon extends beyond wealthy nations and even impacts underdeveloped countries. In Japan, the growing influx of women into historically male-dominated industries requires extensive training that encompasses not just job-specific expertise but also readiness for physically strenuous duties. Consequently, many women participate in training programs that encompass a wide range of subjects, including sexual harassment rules and crucial job skills.

Two predominant factors underline the escalating demand for training and development in organizational contexts:

Change: The term "change" encapsulates a multitude of aspects, and it stands out as a primary catalyst driving the imperative for training and development. There exists a direct correlation between change and the need for training and development. Change prompts the necessity for enhancing skills and knowledge, and in turn, training and development facilitate both individual and organizational adaptation to change, creating an ongoing cycle.

Development: This factor significantly underscores the growing importance of training and development. In the 21st century, monetary incentives alone do not suffice as the sole motivator in the workplace. Modern employees seek more than just a job; they aspire for holistic self-development. Concepts like spirituality and self-awareness are gaining prominence globally. Individuals aspire for fulfilment in their professional roles, recognizing that such fulfilment is

unattainable without a deep understanding of oneself. As an illustration, at Ford, employees can enroll in courses related to 'self-awareness,' seemingly unrelated to job performance but instrumental in fostering an individual's spiritual well-being, which holds intrinsic value.

3.2.1 Training in Square Pharmaceuticals PLC.:

The foundation of Square Pharmaceuticals is built upon a steadfast commitment to reliance, with success attributed to unwavering adherence to quality standards and a profound dedication to the organization, country, and humanity. Key factors for this success include a resolute commitment and, as employees assert, " Square is the name of Commitment." Square Pharmaceuticals PLC. places an uncompromising emphasis on maintaining health standards and ensuring employee satisfaction, both diligently upheld by the HR department.

Square Pharmaceuticals PLC.'s HRD consistently strives to uphold elevated organizational standards through unwavering efforts. According to Mr. Md Shahidul Alam, Senior Manager, training is viewed as a valuable tool to adapt to technological innovations, market competition, and organizational restructuring, and to enhance employee performance. Good training not only mitigates work-related frustration but also improves work relationships, fosters loyalty, and boosts morale, all of which contribute to minimizing turnover rates. Square focuses extensively on achieving these outcomes.

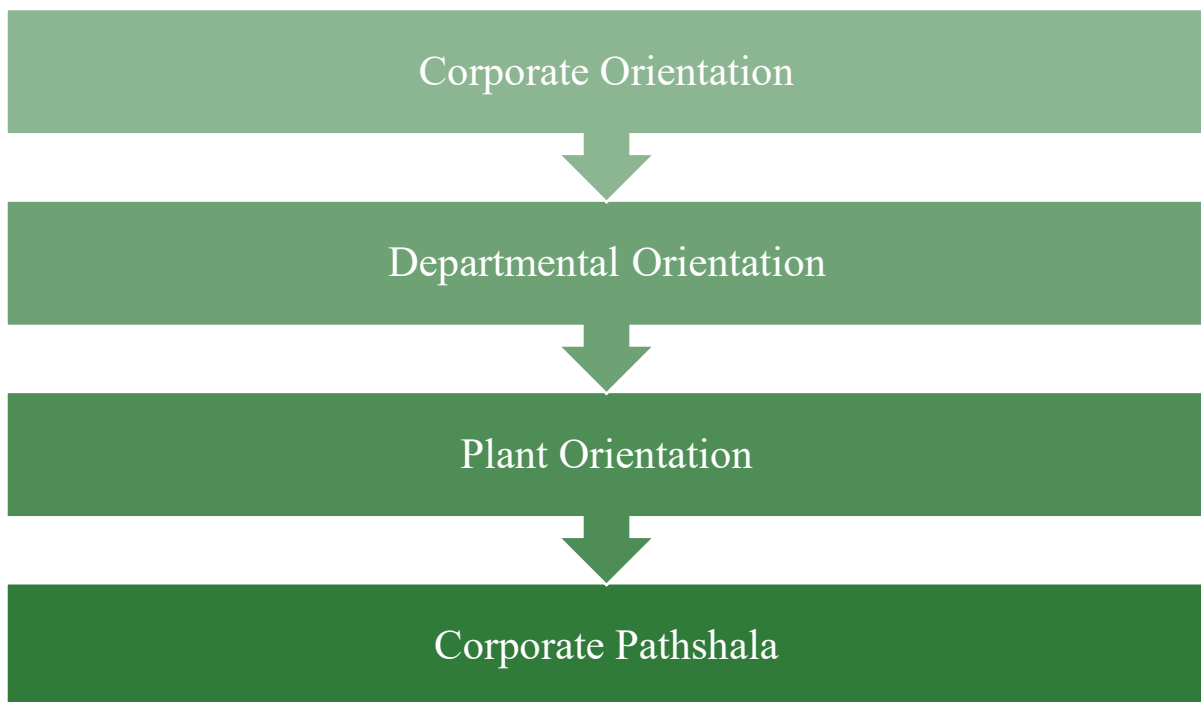
Square's HR department works to enhance employee performance and cultivate future leaders inside the organization through Employee Development Programs (EDP) and Strategic Management Development Programs. An efficiently organized Performance Management System is employed to monitor advancement, identify staff training requirements, and regularly recognize and incentivize committed personnel.

Training is a powerful instrument in today's corporate climate for changing organizational systems and reaching desired productivity levels, which ultimately gives a competitive advantage. The transformational process at Square Pharmaceuticals is driven by the "Learning and Development" branch of the Central Headquarters Human Resources Department. This section is dedicated to improving staff productivity, assuring happiness, and fostering future leadership opportunities in order to maintain the high standards of the Square Pharmaceuticals.

3.2.2 Four Steps of new Executive Recruit's Training Programs Carried out by Square Pharmaceuticals PLC.:

Upon joining Square Pharmaceuticals PLC., new employees may come with diverse backgrounds, ranging from fresh graduates to experienced professionals in the relevant field. Everyone regardless of origin must complete training programs. Training and development programs are then customized for each individual.

The training and development process for recruits can be delineated into seven distinct stages, as follows:



1. Corporate Orientation:

In order to effectively manage its human resources, Square Pharmaceuticals scrupulously organizes a comprehensive corporate orientation program for newly hired personnel. As part of its overall strategy, the program endeavors to familiarize participants with the organization's strict regulations and culture. Subsequently, the employees' performance improves as their confidence increases. An effectively executed orientation is critical because it facilitates employees'

integration into the organizational setting, thereby accelerating their ability to perform at their maximum capacity. This facilitates the process of familiarizing newly hired personnel with Square Group, Square Pharmaceuticals, and the organization's history. Additionally, students are instructed in a variety of etiquette and protocol, including appropriate work attire and dining etiquette. Additionally, new employees are introduced to colleagues from various departmental offices, which facilitates departmental cooperation. Interface Department Orientations are coordinated by the Learning and Development team in an effort to foster efficient operations and cooperative functioning.

2. Departmental orientation:

In addition, each of the new employees within the Department is exposed to all the core functions within their department. In this stage, the need to expose a new employee to all the core functions performed in the Department is not only confined to the job category directly given to an employee. The necessity for such exposure is attributable to the eventual conditional switch of an employee from his/her current working team to the other. It is possible for the company to necessitate that an employee switches from the current working team to the other. To illustrate, assume an employee has been working for the Department under the Recruitment and Selection for 6 years. In this case, the company may direct that employee to work for the L & D department. Notwithstanding the directive, the condition demands that an employee can only switch from one team to the other in case the company manages to determine the competency and efficiency of the employee in the other team he/she has been switched. Therefore, the journey towards the eventual exhibiting of skills in different competencies starts from the Core Functional Orientation.

3. Plant orientation Program:

This is the time when the new employees learn to work while gaining the knowledge and experience on many vital operational parts of the company. For example, a recruit hired at the HR department of the head office in Dhaka would visit the other buildings of Square Pharmaceuticals in Pabna and Gazipur. The duration of these visits depends on the nature of duty, and they can range from a one week trip to three months. For example, an HR expert arriving from the headquarters could consider two weeks appropriate, while a pharmacist might require a three months trip. This training offers an opportunity to study the manufacturing process and the other

company operations at different sites in real-time. Such experience helps the personnel understand the most efficient ways to address challenges in their specific positions.

4. Corporate Pathshala:

Corporate Pathshala is Square Pharmaceuticals distinguished online learning platform thoroughly developed for enrolees to join the first working day at the office. Six-month-long clearly describes the commitment to learning irrespective of conventional classrooms through modern technologies and training. At this moment, the platform offers thirteen courses, namely Introduction to Outlook, Professional Grooming, Presentation Skills, and others. All available courses are distributed and regulated by the Learning and Development L&D team. Reading materials of each course have been attached to the platform, facilitating learning at the enrolees' convenience. The L&D team during the enrolees' joining instructs an exact number of courses to be enrolled in and completed every six months for their first year. After their learning, enrolees are regulated by taking online tests to enroll the course. The stringent organizational rigid by the L&D team ensures that the program enrolees engaged in the system learn the assigned courses and exactly give the exam. On the limitations, the L&D team has a proactive initiative to the enrolees who do not enroll in the system or take exams.

3.2.3 Employee Development Plan (EDP) and Organize Training:

Despite being a widely used term in HR activities at Square Pharmaceuticals, TNA is referred to as Employee Development Program. This method is distinguished by a quality independent innovative structure when compared to the traditional TNA approach. Additionally, EDP was a model that determined training programs for employees. The training programs are organized in the L&D center based on the TNA report. Square Pharmaceuticals adopts the 70-20-10 model for the distribution of training programs among employees. The latter part of the report delves into a more detailed discussion of Square Pharmaceuticals' EDP and the implementation of the 70-20-10 model.

3.2.4 Training Evaluation Using Kirkpatrick Model:

The Learning and Development (L&D) team at Square Pharmaceuticals assesses the effectiveness of training through a structured evaluation process, employing the Kirkpatrick model. This model comprises four stages: Reaction, Learning, Behavioural Change, and Results. Square Pharmaceuticals places a greater emphasis on the first three stages during evaluation, recognizing that determining the precise results of training can often be challenging.

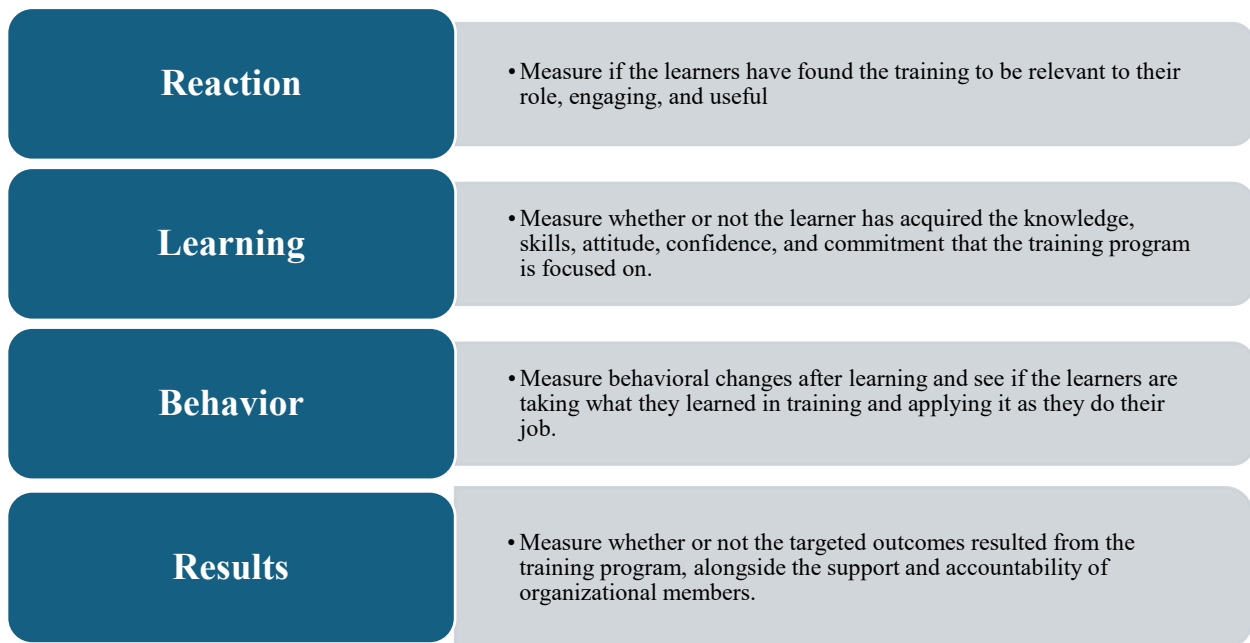


Figure 11: Kirkpatrick Model

3.2.5 The 70-20-10 model for learning and Development of Square Pharmaceuticals:

Square Pharmaceuticals strictly follows the 70-20-10 model, which is a strategic framework for workplace learning. The objective of this concept is to enhance employees' learning by providing them with three different opportunities: practical experience (70%), exposure (20%), and educational events (10%).

Based on this concept, hands-on experience is deemed the most efficacious for employees, accounting for 70% of its effectiveness. This is because it enables people to actively participate in job-related tasks, enhance their abilities, confront obstacles, and connect with influential individuals such as supervisors and mentors. By employing this method, employees gain knowledge from their errors and obtain prompt evaluation of their work. In addition, employees derive advantages from acquiring knowledge from their peers (20%)

through diverse activities such as social learning, coaching, mentoring, and collaborative learning. This part of the approach highlights the significance of engaging with peers, providing chances for support and valuable criticism.

The formula holds that only 10% of professional development optimally comes from formal traditional courseware instruction and other educational events, a position that typically surprises practitioners from academic backgrounds.

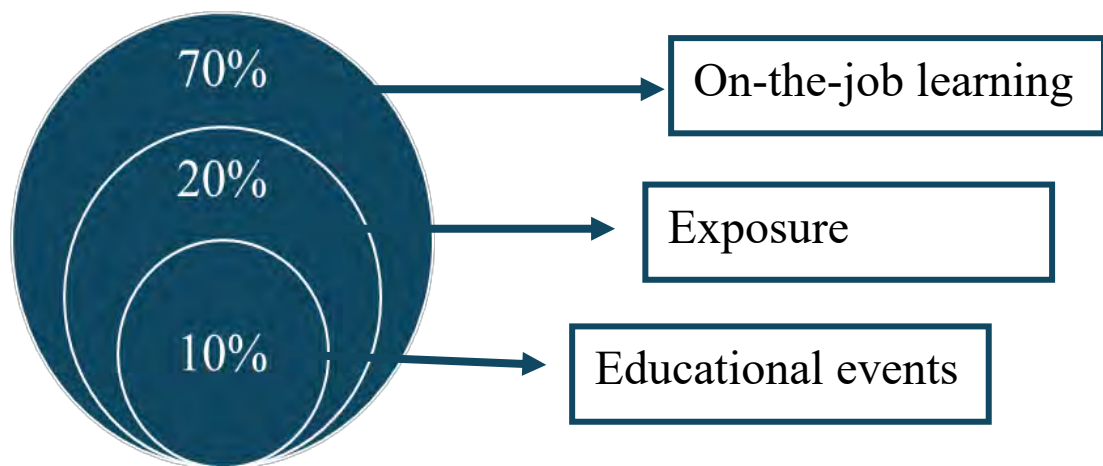


Figure 12: 70-20-10 Model

3.3 Methodology

The study mostly comprises qualitative data about Square Pharmaceuticals PLC's training and development processes. The majority of the collected data is descriptive, resulting in qualitative findings. The findings are obtained by the examination of feedback sheets, and the data is evaluated using the Likert scale and presented in percentage format. Perceptions are assessed quantitatively using percentages. Because there is a lack of quantitative data, the investigation mostly focuses on qualitative information. The study approach is descriptive, focusing on the Impact of Training and Development on Knowledge and Skills Enhancement of Employees at Square Pharmaceuticals PLC.

The data for this study are gathered from two primary sources:

Original documents or firsthand accounts:

- Participating in conversations with the personnel of the company.
- Examining official documents and seeing hands-on tasks.
- Engaging in direct and in-person dialogues with officers.
- Engaging in firsthand observation of internal operations inside the company.

Second hand accounts:

- Official website of the Organization.
- Relevant articles & academic books.
- Different guidelines of centre headquarters.
- Various published documents.

Sampling Technique:

The samples were determined using the convenience sampling method. This is a way of sampling that does not generate profits. In this category data is gathered from a segment of the population that is readily available and willing to take part in the study.

Target Populations:

Executives and Managers of Square Pharmaceuticals PLC. Here only the employees of Human Resource Department are the participants of this report project.

Interview

There are two types of methods to collect data. These are surveys and interviews. Since this study is qualitative in nature, I have decided to conduct interviews. I decided to use a semi-structured format for the interviews. I had to prepare this report in a short amount of time, therefore I opted for semi-structured interviews.

In a semi-structured interview, the questions asked by the interviewer are not planned beforehand. A few questions have been thought out before, while the others are simply random. We were able to compare and contrast the interviewees and find patterns in their experiences because of this framework (Pollock, 2022). Using a semi-structured interview approach, it will help me to analyze

the factors that impact of Training and Development on knowledge and skills enhancement of employees in Square Pharmaceuticals PLC.

Interview Questions:

1. What types of training programs are offered at Square Pharmaceuticals PLC?
2. How are training needs identified within the organization?
3. Would you like to describe the process of designing and developing training programs at Square Pharmaceuticals PLC?
4. How are training programs delivered? Are they conducted in-house or outsourced?
5. What methods or tools are used to evaluate the effectiveness of training programs?
6. Are there any specialized training programs tailored for different departments or job roles within the organization?
7. How does Square Pharmaceuticals PLC ensure that training programs align with the company's strategic goals and objectives?
8. How are employees encouraged to participate in training and development activities?
9. How does the organization measure the impact of training and development on employee performance and organizational effectiveness?

3.4 A case study aimed at assessing the influence of training efficacy on employee development:

In order to assess the efficacy of Square Pharmaceuticals' training and development initiatives, I undertook a case study that specifically examined an internal training program. The program, conducted in January 2019, was specifically created as an Employee Development Program, with the aim of benefiting employees from diverse departments. The objective of the case study is to illustrate how employee improvement may be achieved via the use of post-training feedback. The training session specifically focused on the "Bangladesh Labor Law" and its most recent update in 2018.

Training Feedback: After the training program ended, each participant completed a program evaluation form to rate and make comments on the program and the trainer's efficacy. The purpose of this feedback is to evaluate how employees evaluated their progress by emphasizing the summary.

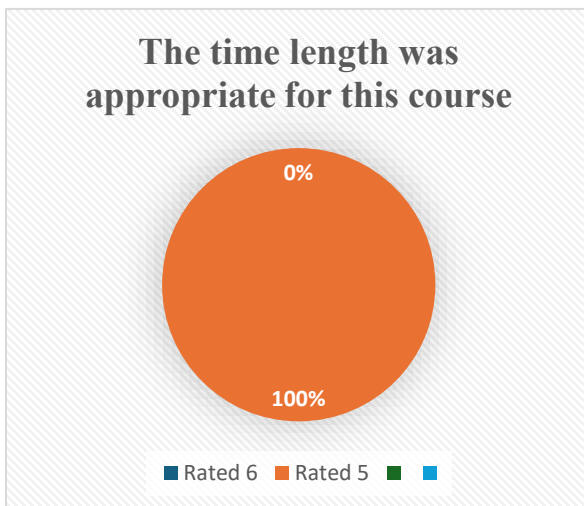
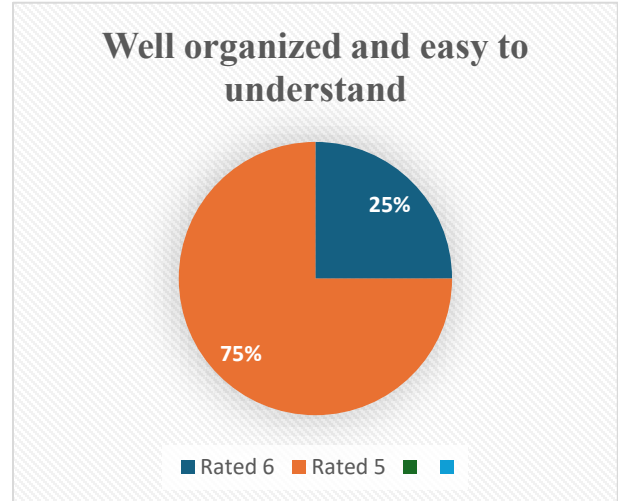
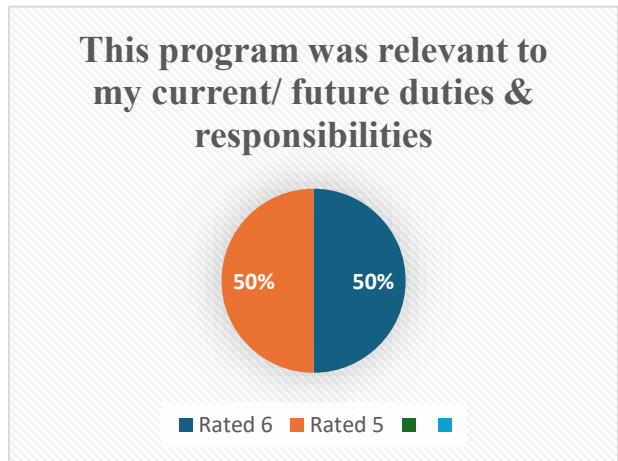
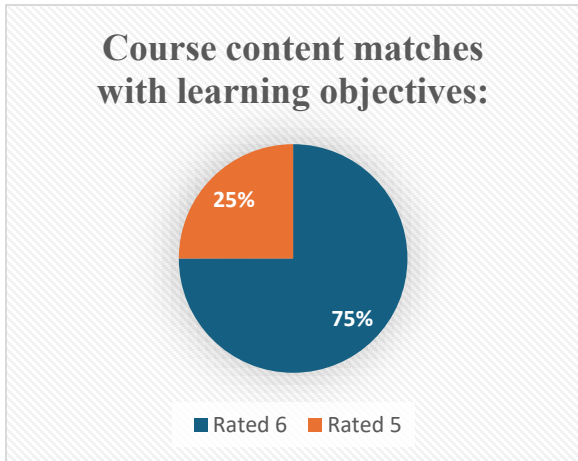


Figure 13: Summary of Primary feedback and employee evaluation on the program attributes

The data is collected on a scale of 0-6 and is represented according to the evaluations given by the employees. The data indicate that the employees expressed contentment with the training programs.

Evaluating the progress of learning:

There was a section for learning feedback that included a rating box where employees were asked to rate the training and make suggestions for improvement. The rating scale spans from 1 to 6, with 1 indicating the least agreement and 6 indicating strong agreement.

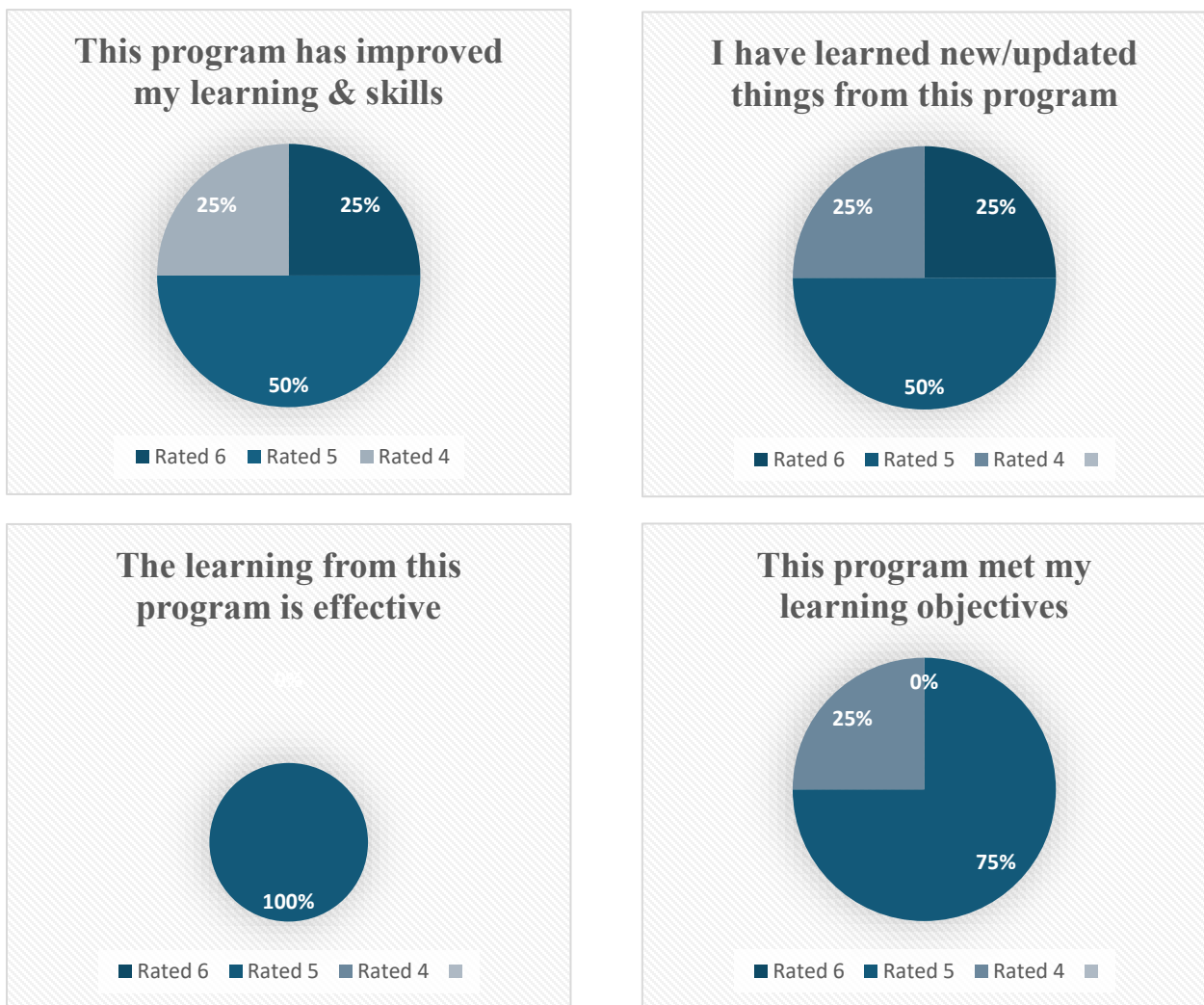


Figure 14: presents a comprehensive picture of the relationship between learning feedback and employee satisfaction with program features.

Pie charts are employed to condense employees' satisfaction ratings about the training program.

The Effect of Training in Enhancing Employee Performance:

The results provide positive feedback on both the curriculum and the trainer. The Learning and Development (L&D) department of Square Pharmaceuticals use the "Kirkpatrick Model" to assess and evaluate its training programs. Based on this approach, the efficacy of staff training may be evaluated in the following manner:

- **Response:** The charts and percentages shown earlier clearly indicate the degree of satisfaction among employees with the training programs, as reflected by scores ranging from 0 to 6. The data indicates a significant degree of employee satisfaction with both the trainers and the training sessions.
- **Learning:** The majority of employee feedback emphasizes positive learning outcomes, showing that they see an enhancement in their knowledge and abilities.
- **Behavior:** Employees indicate that they are utilizing the information and skills they have acquired in their daily work responsibilities.
- **Outcome:** The training program enhances comprehension and adherence to the most recent modifications to the Bangladesh Labor Law, resulting in a decrease in legal compliance problems and an improvement in conformity with regulatory adjustments.

This case study exemplifies the beneficial effects of training programs on employee growth and emphasizes the need of investing in Human Resource Development (HRD). The statement highlights the progression of personnel from their prior position and predicts further progress in other areas.

3.6 Findings:

Human Resource Department of Square Pharmaceuticals PLC. is in a positive state. It is evident that this state mirrors a good relationship among the employees and the Department is like a machine made up of interlocked pieces symbolizing a family. From my perspective the continuity of structured operations in HRD is contributing to the creation of this positive environment. The process involves implementing well thought out programs that target employee motivation and satisfaction by satisfactorily achieving varied employee needs.

Here is I mentioned the findings:

1. The Employee Development Program is strategically aligned with the organizational goals.
2. Training programs maintain a well-defined structure, consistently progressing throughout the year.
3. An effective training calendar prevents clashes with other organizational activities.
4. Utilizing the "Kirkpatrick Model," a thorough post-assessment is conducted, empowering employees to self-evaluate their progress. This approach fosters trust and loyalty as the organization values their opinions.
5. The case study reveals that training initiatives effectively motivate employees, translating into practical applications in their daily work routines.
6. The Learning and Development (L&D) department employs a unique feedback procedure, gathering input not only from employees but also from their supervisors. This dual feedback system facilitates easy assessment of productivity ratios.
7. Induction and other development programs are designed for easy comprehension, ensuring efficient use of budget and facilities.

These findings collectively showcase a robust and well-functioning HRD that not only prioritizes employee development but also actively engages in fostering a positive work culture.

Based on the interviewees opinion some factors categorized:

1. **A)** the types of training programs are offered at Square Pharmaceuticals PLC, **B)** training needs identified within the organization, **C)** the process of designing and developing training programs at Square Pharmaceuticals PLC.

3 of the interviewees stated their opinion:

- A) Induction and orientation programs are designed to acquaint new employees with the company's culture, rules, and processes.

Technical Training: Specialized instruction provided to personnel in technical positions to assure their mastery of the most up-to-date tools, technologies, and processes that are pertinent to their job responsibilities.

Leadership & Management Training: Programs are developed to enhance the leadership abilities of both existing and prospective managers. These programs concentrate on cultivating skills in strategic thinking, effective decision-making and proficient team management.

- B) Performance appraisals; these are the regular evaluations of an employee's work output to identify areas that might need more training. Input Mechanisms; this works by obtaining feedback from employees, supervisors, and clients to realize the personnel discrepancies lack skills and knowledge and require development. Surveys and questionnaires; this is a necessary measure to compile data showing employees' perceived training needs and career goals. Job Analysis; this thematic element reviews the job description and specification to identify the necessary knowledge and skills.
 - C) Need Assessment; the HR and training sections evaluate the data from performance assessment reports, feedback, and industry analysis to figure out specific training needs. Setting goals; A measurable objective is set for each training program to ensure it addresses the identified need and is also consistent with the company's objectives. Program Design involves the creation and organization of the content and structure of training programs. This involves the careful selection of suitable training techniques, such as workshops, e-learning, and on-the-job training. It also entails the creation of training materials and making decisions on the duration and frequency of training sessions. Resource allocation involves the process of determining the financial budget, selecting trainers from either internal or external sources, and assigning any other essential resources.
2. Factors about the **A)** training programs delivered, **B)** methods or tools are used to evaluate the effectiveness of training programs **C)** specialized training programs tailored for different departments or job roles within the organization:

A) Internal Training: Numerous programs, particularly those pertaining to company-specific procedures, culture, and internal systems, are carried out within the organization. This includes induction and orientation programs, internal technical training, and compliance training. Internal training enables the organization to customize the curriculum according to their requirements and retain authority over the training procedure.

Square Pharmaceuticals relies on external training providers to handle specialized or highly technical training that surpasses the competence available within the organization. Examples of such offerings encompass advanced technical training, programs designed to cultivate leadership skills, and specific professional credentials. Workshops and seminars may also involve the participation of external experts or consultants.

B) Following training sessions, participants are promptly requested to complete feedback forms or questionnaires in order to assess their satisfaction and collect qualitative data regarding the program's pertinence and presentation. Pre- and post-training assessments are tests or evaluations done before and after the training to gauge the enhancement in understanding resulting from the program.

Performance Metrics: Evaluating the alterations in employee performance metrics after training to ascertain the training's influence on work performance. Supervisors and managers engage in observation and reporting to assess the efficiency of personnel who have received training. They make reports on any discernible enhancements or areas that still need development.

C) Research and Development (R&D) Training: offers specialized programs designed for R&D personnel. These programs focus on the most up-to-date scientific research methodologies, laboratory skills, and adherence to industry laws. Sales and Marketing Training: Tailored programs for sales and marketing teams, emphasizing essential skills including customer relationship management, product expertise, market analysis, and strategic selling approaches.

Specialized training: provided to manufacturing professionals, focusing on topics such as Good Manufacturing Practices (GMP), quality assurance procedures, equipment management, and safety regulations.

3. 5 other interviewees concluded about the factors of **A)** Square Pharmaceuticals PLC training programs align with the company's strategic goals and objectives, **B)** employees encouraged to participate in training and development activities, **C)** the organization measure the impact of training and development on employee performance and organizational effectiveness:

A) The learning and growth team collaborates closely with senior management in the strategic planning process to comprehend the company's long-term goals and objectives. This partnership guarantees that the training programs are specifically crafted to uphold these objectives.

Establishment and Effective Interpersonal Exchange: Effective dissemination of the company's strategic objectives to all tiers of the organization facilitates the synchronization of training initiatives with these goals. The training activities are specifically tailored to target essential skills and knowledge areas that are crucial for accomplishing these objectives.

Requirements Evaluation and appraisal: Consistent evaluations and analyses are carried out to identify deficiencies in skills and areas that need improvement in accordance with strategy goals. This entails soliciting input from a diverse range of individuals, including employees, managers, and industry experts.

B) Effective communication of benefits: By effectively communicating the benefits of the training programs to the workers, including the opportunity to grow their careers, pushing their skills further, and getting to develop as people promotes workers' drive to participate. Providing incentives: These could entail getting awarded certificates, being promoted, and getting recognized among other incentives for having completed the training programs motivates workers. Recognition takes many forms such as awards, public recognition, and more duties. Aligning training with career development plans: by linking the proposed training programs with an employee's formal professional development plan help the worker see just how close the training is tied with their promotion.

C) Performance metrics include measuring critical performance indicators associated with work performance before and after the training to assess improvements.

ROI Analysis: This is the quantification of the return on investment of the training programs. It is achieved by comparing the training-related costs to the financial gains realized due to increased efficiency and effectiveness. Conducting periodic employee surveys to obtain feedback about the training's pertinence and its influence on their work proficiency and professional advancement. Managerial assessments involve managers evaluating and reporting on the performance gains and behavioral changes they detect in workers who have received training.

3.7 Recommendations

To meet the urgent time constraints and align with Square Pharmaceuticals' current status and upcoming strategies, the following recommendations are proposed:

1. **Implantation of Learning Management System:** To synchronize the entire training process, forecast training needs, maintain a training database, and gather feedback, it is crucial to implement LMS in such a giant organization.
2. **Scale Up External and Overseas Training Programs:** Increase the number of external and overseas training programs, particularly in anticipation of Square Pharmaceuticals' expansion into the international market, specifically Kenya.
3. **Shift Towards Action-Based Training:** Modify the training programs to be more action-based rather than solely theoretical, enhancing the practical skills of employees, which is particularly crucial for international market penetration.
4. **Address Space Constraints on HR Floor:** Alleviate congestion on the HR floor by addressing space limitations to create a more conducive working environment.
5. **Expand Workforce in L&D Department:** Bolster the workforce in the Learning and Development (L&D) department to cope with the challenges of managing schedules and ensure the department's efficiency, given the increased training requirements.
6. **Implement Pre-Training Participant Feedback:** While acknowledging the effectiveness of the Kirkpatrick model, introduce a pre-training feedback mechanism to gauge participant expectations, providing a more specific measure of training efficiency.

These recommendations aim to swiftly address the evolving needs of Square Pharmaceuticals, ensuring that the organization is well-equipped to handle the impending international expansion and growing workforce demands.

3.8 Conclusion

SQUARE Pharmaceutical Ltd. My work here has been a very enriching experience that has given me valuable insights into the field of Human Resource Management (HRM). The company's real-world HR practices, which I was majoring in HRM, not only enhanced my academic performance but also gave me the abilities and knowledge I needed to advance in my career. Throughout the internship, I learned a lot from the challenges of integrating new software with understanding complex HR data. I also learned how important it is to change and adapt in order to keep learning. These challenges also highlighted areas where SQUARE can strengthen its digital transformation strategy and better use data analytics to inform decision-making.

I reflect on my time at SQUARE Pharmaceutical PLC and appreciate HR's guidance. Their deep knowledge and incisive thoughts have substantially improved my HR industry understanding. The relationships and professional links I made throughout this time will support my career. I would like to advise upcoming new interns to approach the internship with a sharp and open mind. Enhancing the learning experience requires taking initiative, actively participating in opportunities, and seeking information. By investing in cutting-edge digital tools, creating a continuous improvement culture, and maintaining creative recruitment and training tactics, it will guarantee that the company stays at the forefront of the pharmaceutical sector.

Square Pharmaceuticals prioritizes its employees, viewing any investment in their development as a direct contribution to productivity. Although the time frame of three months may appear short for fully understanding an organization's employee efficiency, I have thoroughly investigated the influence of training and development on employee improvement with the assistance of my superiors. So far, the outcomes have been favorable, confirming the company's dedication to improving its employees.

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