

Internship Report On
*The Effectiveness of Field Force Training Program in Renata
Limited*

By

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18104029

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

Brac Business School
Brac University
September, 2022

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Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Tamanna Kawser Shraboni
18104029

Supervisor's Full Name & Signature:

Mr. Mohammad Atiqul Basher
Lecturer, Brac Business School
Brac University

Letter of Transmittal

Mr. Mohammad Atiqul Basher
Lecturer,
Brac Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on *“The Effectiveness of Field Force Training Program in Renata Limited”*.

Dear Sir,

I, Tamanna Kawser Shraboni, am submitting the internship report on “The Effectiveness of Field Force Training Program in Renata Limited” as a requirement of the Bachelor of Business Administration (BBA) degree. This report includes the experience I have earned and the knowledge I have gained as an intern of Renata Limited.

I hope that this report will be of top quality and without any faults. I have tried my level best to make this report as comprehensive and informative as possible.

Sincerely yours,

Tamanna Kawser Shraboni

18104029

BRAC Business School

BRAC University

September 14, 2022

Non-Disclosure Agreement

I hereby declare that the internship work entitled “The Effectiveness of Field Force Training Program in Renata Limited” is an original work done by me under the guidance of Mr. Mohammad Atiqul Basher, Lecturer, Brac Business School, Brac University. This project work is submitted in the partial fulfillment of the requirements for the Internship Program. This report has not been submitted to any other university or Institute for any other award of any degree.

Tamanna Kawser Shraboni

18104029

Brac Business school

Brac University

Acknowledgement

My first gratitude is for the Almighty Allah who gave me the physical and mental strengths to work on this report. Allah allowed me to secure this internship and allowed me to learn and develop myself for my future career through it. Secondly, I want to acknowledge the tremendous effort given by my internship supervisor, Mr. Mohammad Atiqul Basher. He has guided me through the whole process and made it much easier for me to understand the guidelines of writing an internship report. Moreover, he went through the draft of my whole report and showed me where changes were necessary for improving the quality of the report. Thirdly, I acknowledge the opportunity provided by Renata Limited where I learned about the HRD work details and had first-hand experience of HR activities. Moreover, I learned about the HR practices of the whole industry through this internship. My line manager in Renata Limited, Mr. Fuad Hasan Lotus, helped me profoundly by showing and explaining the various HR activities performed throughout the organization. Writing this internship report has been pretty challenging which is why I thank all the faculties and seniors who has aided me in gathering information and understanding it. Lastly, I would like to thank my family and dear friends who always supported me. A special thanks to my father who is not with us anymore. I hope he is resting in peace and proud of me.

Executive Summary

Internship was the finishing step for the completion of my four years of under graduation program. So, in my last semester, I have done my internship at Renata Limited. As an HR intern, I have successfully performed and completed several project-based assignments such as handling the HRIS and scanning and mailing documents in different departments at Renata Limited. I also gained experiences about the Human Resources activities of Renata such as how to communicate with co-workers, how to work confidentially and how to behave like a professional HR person.

In this report, I have described the effectiveness of their field force training program. I also briefly described how they design the training program and how they evaluate the outcome from the training program. I communicated with sales pharma employees and field force and interviewed them. Some of them were fully satisfied with the training program and some of them had some issues regarding the program. The main cause of the satisfaction was the training environment, contents, trainers and the knowledge that they provide. On the other hand, covid, distanced training location, new environment these were the issues that were raised by the employees.

As this was my first experience in the authentic corporate world, I faced some challenges as well. I overcame those challenges and identified what were my expectations from this internship and what I experienced here. This internship has definitely influenced me to continue with HR in my future career plans. This program has given me so many experiences and helped me explore my potentials as well as my deficient qualities. Renata has helped me to overcome those lacking and taught me utilize my talents in a proper way.

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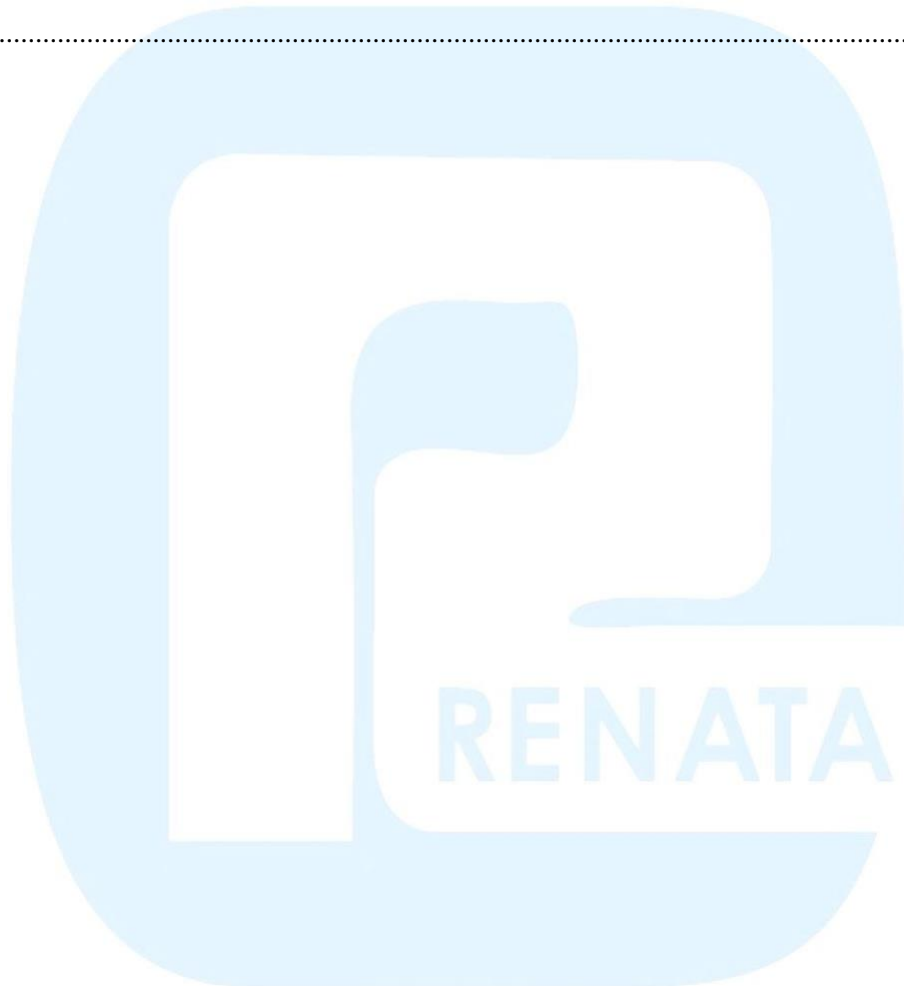
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List of Acronyms

PSO - Professional Service Officer
KSA - Knowledge, Skills and attitude
DSM – Depot Sales Manager
YTD – Year to date

Chapter 1

Overview of Internship

1.1 Student Information

Name : Tamanna Kawser Shraboni
ID : 18104029
Major : Human Resources Management & Computer
Information Management
Department : BRAC Business School

1.2 Internship Information

1.2.1 Organizational Information

Internship period : June 02, 2022 to August 31, 2022
Name of the organization : Renata Limited
Website of the organization : <https://renata-ltd.com/>
Location : Corporate Headquarters
Address : Plot-1, Milk Vita Road, Section-7, Mirpur, Dhaka-1216,
Bangladesh
Department : Human Resources Department
Email : hrd@renata-ltd.com

1.2.2 Company Supervisor's Information

Name of supervisor : Mr. Md. Fuad Hasan Lotus

Contact details : +88 01833-324670

fuad.lotus@renata-ltd.com

1.2.3 Job Scope - Job Responsibilities

In Renata limited, the job role and responsibilities of interns vary from department to department. I was in the Human Resource Department and I had the job to maintain their Human Recourse Information System.

- **Data entry into Database Management System**

Renata Limited uses a software called 'Empress' for their database management system. When a new employee joins the organization, he/she has to submit their documents like, NID, educational certificates, code of conduct, employee information form, beneficiary form, guarantor certificate, legal agreement, medical reports, resignation letter and clearance letter from previous workplace etc. After they submitted everything, their file used to come to me. I had to upload their information into the database. I also had to do the document acknowledgement part in the database. In there, I had to mark which documents I received, and which are pending.

- **Scan documents**

I used to scan the documents that I received and upload them in to the DBMS. I also had to save these scanned documents into their hardware and mail the necessary document to the Finance and Accounting Department.

- **Communicate about missing documents**

If there were any documents missing by the employees, I would mail them and call them about submitting the documents. If they had any problem in submitting them, I would suggest them to write an application and submit it to the HRD.

- **Checking old file**

Whenever I got time, I used to check old file and note if there are any documents missing or not. I also went through confirmation files each month.

1.3 Internship Outcomes

1.3.1 Contribution to the company

- I have successfully processed the documents of almost 170 new joining employees.
- I have checked almost 200 confirmation files.
- I have rechecked and corrected about 600 old files.
- I helped Renata Limited's HRD to run smoothly on a daily basis.
- I used to collect data for my supervisors so that they can run their operation effectively.

1.3.2 Benefits

- I have further developed my communication skills.
- I also improved my co-operation skills by working as a team player.
- Developed my MS Excel skills and Database Management System skill.
- I have gained real life corporate experience.
- Gained a better understanding of HR principles through practical application.

1.3.3 Difficulties

- As I was new to corporate life, I had some difficulties adjusting to the work environment at first.
- Sometimes, it was hard to collect the data for this internship report.
- It was hard to maintain work-life balance at the start of the internship.

Chapter 2

Organizational Part

2.1 Introduction

The pharmaceutical industry of Bangladesh is flourishing day-by-day and contributing in our economy significantly. From the perspective of technology, pharmaceutical industry is now most developed and advanced industry in Bangladesh. This sector is suppling almost 98% of our total medicine demand (Wikipedia, 2022). Pharmaceuticals industry is also exporting a huge number of products throughout the world. After textile industry, pharmaceutical industry is the most potential sector in Bangladesh to earn foreign currency. The pharmaceuticals export revenue was more than 136 million in the 2019-20 fiscal year. There are both domestic and foreign drug manufacturer in our country. However, the industry is mainly dominated by local manufacturer. 97% of the total market share is occupied by local companies. After Bangladesh Association of Pharmaceutical Industries (BAPI) was developed in 1972, It played a remarkable role in shaping up and developing the industry. According to BAPI and DGDA, about 257 manufacturers are licensed and 150 are functional in Bangladesh. Currently, 5 types of medicine manufacturer companies are being mostly active in Bangladesh. Those are-

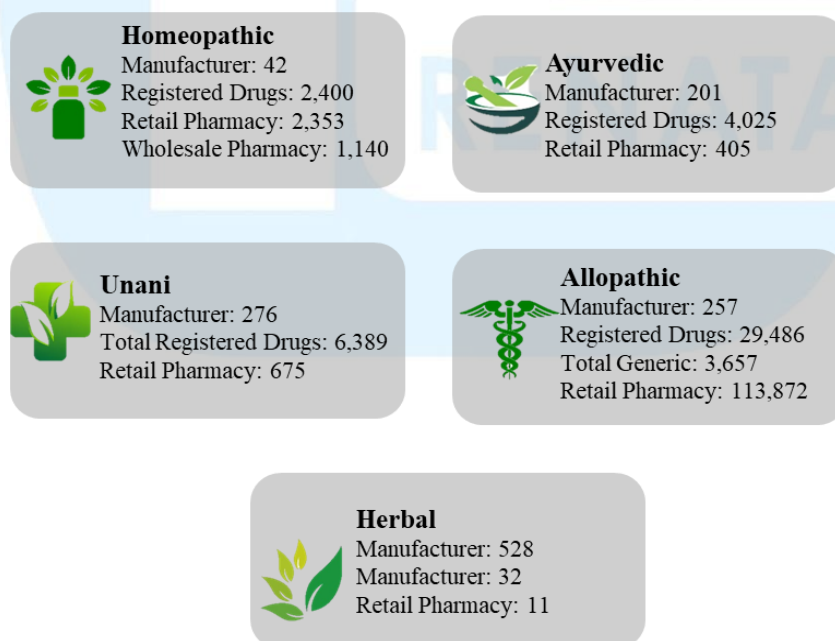


Figure 1: Types of Medicine Manufacturer

Square Pharmaceuticals Limited, Incepta Pharmaceutical Ltd., Beximco Pharmaceuticals Ltd are the top three pharmaceutical companies in Bangladesh. With a market share of 4.97%, **Renata Limited** stands at 5th position among the top ten pharmaceutical companies.

2.2 Overview of the company

Renata Limited (formerly Pfizer Limited) is one of the leading and fastest growing pharmaceutical and animal health product companies in Bangladesh. The company started its operations in 1972 as Pfizer (Bangladesh) Limited. In 1993, Pfizer transferred the ownership of its Bangladesh operations to local shareholders and the name of the company was changed to Renata Limited. The core businesses of Renata Limited are human pharmaceuticals and animal health products. In Bangladesh it is the 4th largest pharmaceutical company and the market leader in animal health products. In addition, Renata products are exported to Afghanistan, Belize, Cambodia, Ethiopia, Guyana, Honduras, Hong Kong, Kenya, Malaysia, Myanmar, Nepal, Philippines, Sri Lanka, Thailand, United Kingdom, and Vietnam. The Company is listed on the Dhaka Stock Exchange with a market capitalization of over USD \$1 billion. The Company has ten manufacturing facilities spread over three manufacturing sites. Distribution of products is carried out by 19 depots across the country. Renata employs over 8,000 people.

2.2.1 Offerings

Renata Limited develops and manufactures medicine which can be categorized into two different groups. These two groups are medicine and services for humans and medicine and services for animals.

The medical products and services produced by Renata Limited for humans are:

- Anti-bacterial preparations
- Anti-ulcerate preparations
- Anti-hemorrhoidal preparations
- NSAID preparations
- Anti-allergic preparations
- Anti-pyretic preparation
- Anti-diabetic preparation
- Gastro-prokinetic preparation
- C.N.S preparation
- Hormone preparation

- Cardiovascular preparations
- Hemostatic preparation
- Expectorant preparation
- Vitamin & Hematinic preparations
- Calcium Supplement preparation
- Anti-protozoal preparation
- Ortho-musculoskeletal preparation
- Anti-fungal preparation
- Laxative preparation
- Steroid preparation
- Anti-spasmodic preparation

The medical products and services produced by Renata Limited for animals are:

- Poultry
- Animal health
- Imported
- Aqua

2.2.2 Vision, Mission and Core Values

The vision statement, mission statement and core values of Renata Limited are:

Vision Statement: To establish Renata permanently among the best of innovative branded generic companies.

Mission Statement: To provide maximum value to our customers, shareholders, colleagues, and communities where we live and work.

Core Values:

- Focus on Long-Term and Structural Innovation for Sharing Growth
- Going the Extra Mile for Employees
- Environmental Activism
- Health Activism through Promoting Innovation and Partnerships

2.2.3 Board Members



Dr. Sarwar Ali

📍 Chairman, Board of Directors

✉ board@renata-ltd.com



Syed S Kaiser Kabir

📍 CEO & Managing Director, Renata Limited

✉ kaiser@renata-ltd.com



Sajeda Farisa Kabir

📍 Board Member

✉ board@renata-ltd.com



Mridul Chowdhury

📍 Board Member

✉ board@renata-ltd.com



Zahida Fizza Kabir

📍 Board Member

✉ board@renata-ltd.com



Tanya Tazeen Karim

📍 Board Member

✉ board@renata-ltd.com



Nehal Ahmed

📍 Independent Board Member

✉ board@renata-ltd.com



Ejaj Ahmad

📍 Independent Board Member

✉ board@renata-ltd.com



Md. Jubayer Alam

📍 Company Secretary

✉ jubayer@renata-ltd.com

Figure 2: Board Members of Renata Limited

2.2.4 Organogram

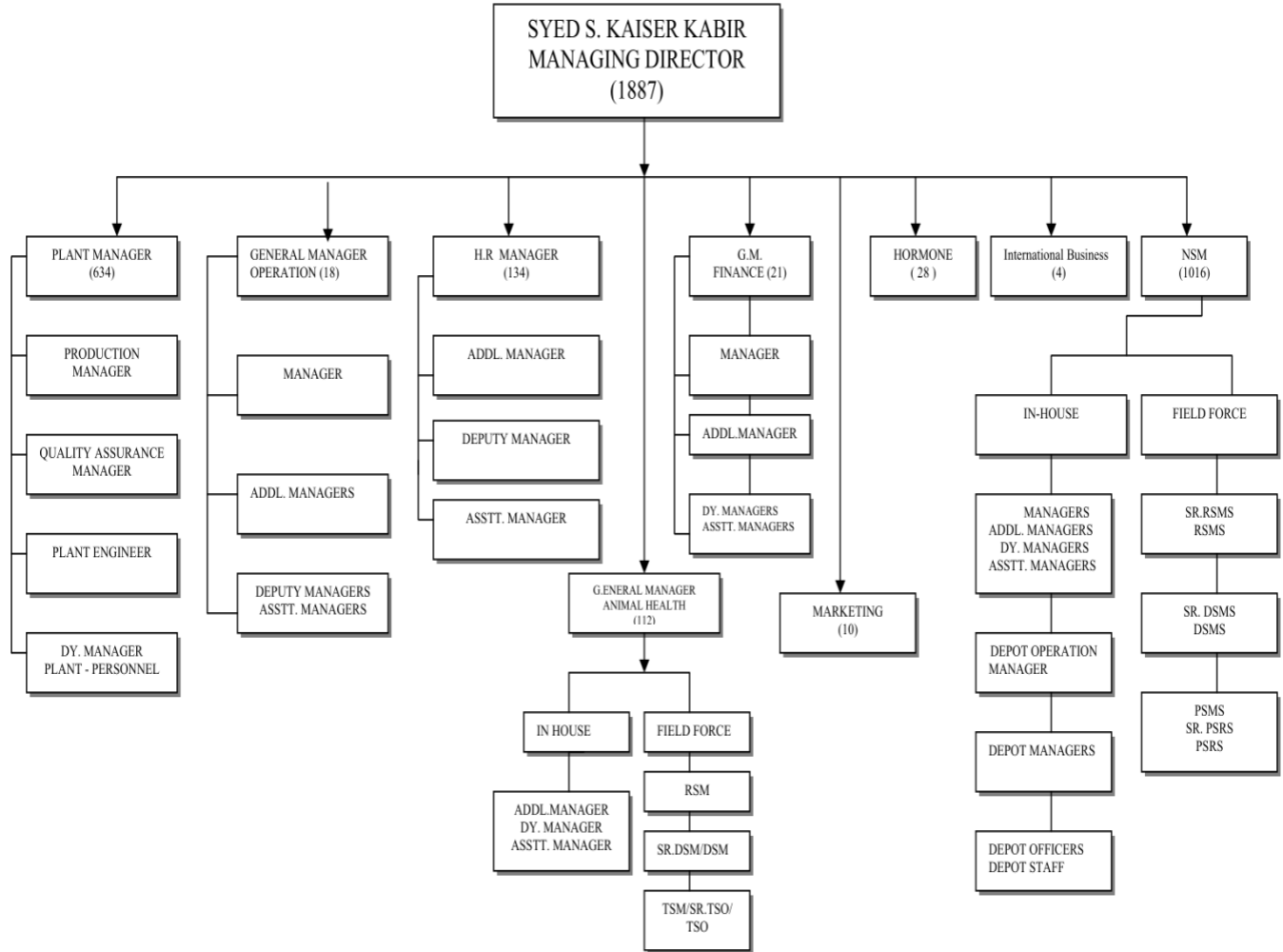


Figure 3: Organogram of Renata Limited

2.3 Management Practice

2.3.1 Leadership Style

From my personal experience of completing the internship and communicating with my peers, I have come to know that Renata Limited follows participative leadership style. Rather than setting strategies and goals on their own, top management of Renata Limited has made it compulsory for the employees to participate in the strategy and goal setting sessions. This is a very efficient form

of leadership as it helps to collect the true capacity of the employees as well as develop them for future leadership roles.

2.3.2 HR Planning Process

Renata Limited values its HR department very much as it considers its employees as the key to success. The HR departments performs various functions to make sure the organization is operating smoothly. These functions are:

- Recruiting and selecting new employees.
- Training and developing new or existing employees.
- Designing, updating and ensuring proper compensation and benefits of the employees.
- Maintaining and developing relations.
- Developing the HR department.
- Improving HR services.

Recruitment Principles: When recruiting new employees, Renata Limited follows certain principles for reducing discrimination and creating a good working environment.

- Make sure that the workforce is has maintained diversity of local communities.
- Everyone should have a fair chance for applying for the job and also get equal consideration for the job. Peoples' differences should be valued; Discrimination, bullying and harassment is not acceptable.
- Comply with all the regulations and the labor law.
- Equal and fair opportunities should be generated in the work environment.
- To eradicate under representation, properly monitor the job applicant and current workforce.
- Make sure recruitment decision are based on merit by complying to strict rules.

Recruitment Process: The recruitment process starts with planning and collecting requisitions from the managers. After confirming the job openings, the HR department finds out the job requirements by analyzing the job description and job specification. Then, the HR department communicates with the manager and selects the recruitment method either being internal recruitment or external recruitment. Upon confirmation of the recruitment method the selection process starts and at the end of selection, the selected candidates get the offer letter.

Selection Process: Renata Limited focuses on three primary standards during the selection process. These are:

- **Job Relatedness:** This means that all the standards and qualification of the candidate must be related to the task need to be performed on the job.
- **Measurability:** All the applicants' minimum qualifications and selection criteria must be measurable and demonstrable. This means the criteria can be measured objectively and be clearly demonstrable by the applicant.
- **Successful Completion of Work:** All the selection criteria which will be listed must be necessary to do the job successfully. No such selection criteria can be used which is not directly needed for performing any of the job task.

Training Process: Renata Limited conducts training session on a regular basis for new employees as well as current employees. The training process can be divided into three parts which are:

- **Pre-Training:** In this phase, the reasons for conducting the training, the methods and the process of conducting the training is analyzed and finalized.
- **Training:** In this step the training session is conducted to improve and develop the trainees.
- **Post-Training:** This is the follow up step where the results of the training is collected and analyzed to find out if the training was successful and what improvements can be made to future training programs.

2.4 Marketing Practices

2.4.1 Marketing Strategies

Prospector: Renata Limited follows the prospector marketing strategy where they are continually searching for new products and markets opportunities. They regularly take risks to find new prospect of business and expand their market share. Among the four marketing strategies, prospector strategy is the most defensive one. The prospector strategy involves developing new products, expanding into new markets, and increasing market share through aggressive and offensive marketing strategies. There are two crucial aspects of this strategy which are:

- Engineering and designing new products through research and development.
- Extensive market research.

Renata Limited enjoys various benefits due to using this marketing strategies. By expanding into new markets, Renata Limited enjoys the first mover advantage therefore can expand rapidly. New market offers more opportunities, more sales, and more profit margins. The market being new also makes it easy to build customer loyalty and makes it easy to motivate the sales force.

2.4.2 Target Customers, Targeting and Positioning Strategies

Generally, the target customers of any product would be mainly the end user. But in the pharmaceutical industry of Bangladesh, the doctors are the customers of the organization rather than the patients. A massive chunk of the cost is expended for maintaining an effective sales force. These sales forces' job is to persuade the doctors to prescribe the organizations medicine. This is the current situation of Bangladesh, and no pharmaceutical company can survive without this strategy. A great example of this would be Sanofi Bangladesh who had to leave the country because they couldn't keep up with the competitors due to not perusing the doctors. An article by Dhaka Tribune (Sanofi Bangladesh employees demand arrears before transition, 2022) shows, Sanofi Bangladesh has sold the company to Beximco Pharma, Bangladesh Government and BSIC. This is why Renata Limited's targeted customer is the doctors who are whitening the prescription.

2.4.3 Marketing Channels

Renata Limited uses various marketing channels for increasing the sales of their products. These marketing channels are:

- **Sales Promotion:** Renata Limited uses its large sales force as a marketing channel and markets their products through them. This large sales force goes to the doctors and markets Renata's products.
- **Newspaper Promotion:** Renata Limited often promotes their new products through newspapers. At first, it may seem outdated, but we have to consider that the customers are also old-fashioned. Therefore, newspaper advertisements are not a bad marketing channel for this industry.

- **Sponsor:** Renata Limited often sponsors athletes to increase their brand value. Recently Renata Limited sponsored Wasfia Nazreen on her attempt to summit the mountain named K2 (Bangladesh's Wasfia finally off to summit K2, 2022).

2.5 Operations Management and Information System Practices

Renata Limited built its full-fledged HRIS system from the ground up according to the needs of the organization through an enormous amount of planning. Before, all the work had to be done manually and all the information would be scattered around. Working in these conditions took significant amount of time and resources. It was becoming impossible to keep track of all the departments, divisions, plants and depots and miscommunication with the head office was becoming more frequent. The HRIS solved all these challenges splendidly and made the work more efficient and effective by reducing mistakes. Renata Limited had to invest a lot of resources and three years to develop the full fledged HRIS. They are still developing it and adjusting it with concurrent requirements. The target is to maintain a global standard for their HRIS.

Various software is used combinedly to manage all the information of the organization. This software are Empress HRIS, ERP, Legacy and RMC all of which is used by various departments and branches. Different branches and departments are given different access to the stored information.

Empress HRIS: This is the primary HRIS software through which most of the HR activities are performed. Daily HR operational tasks are done through this software. This software tracks all the employees and workers work performance which is later analyzed by HR professionals for getting a better understanding of the workforce. This helps the top management devise better HR strategy for maximizing productivity. This software was created for the sole use of HR department because it is very user friendly and has lower maintenance. This software also makes it very easy to correct previously made mistakes.

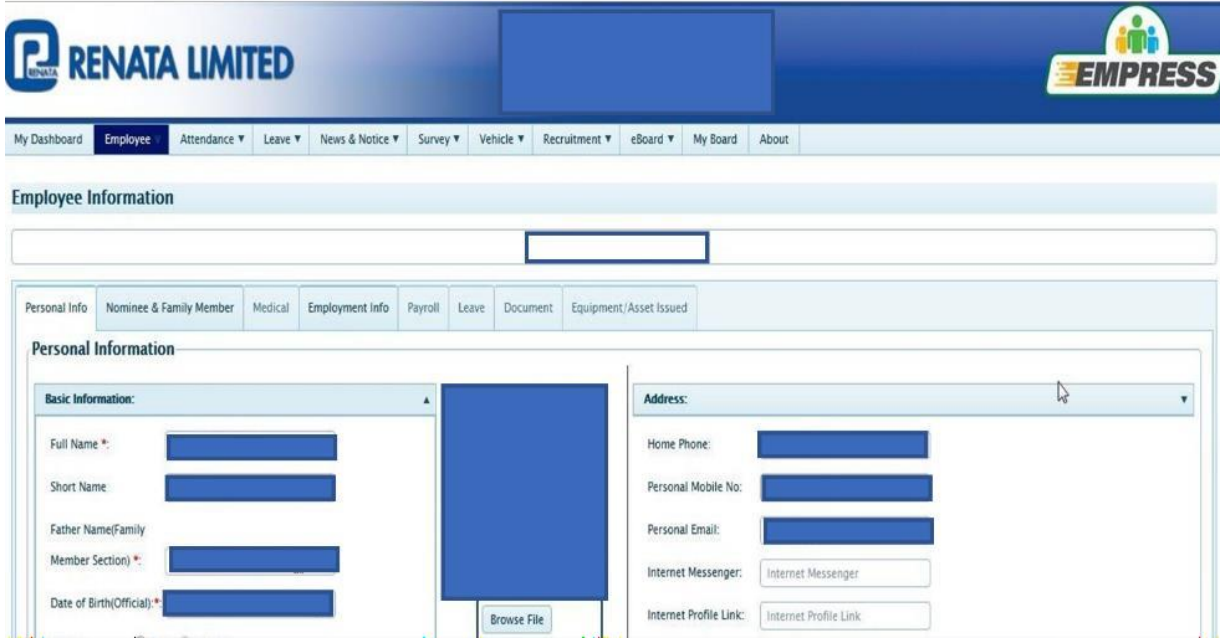


Figure 4: Employee Information page of HRIS

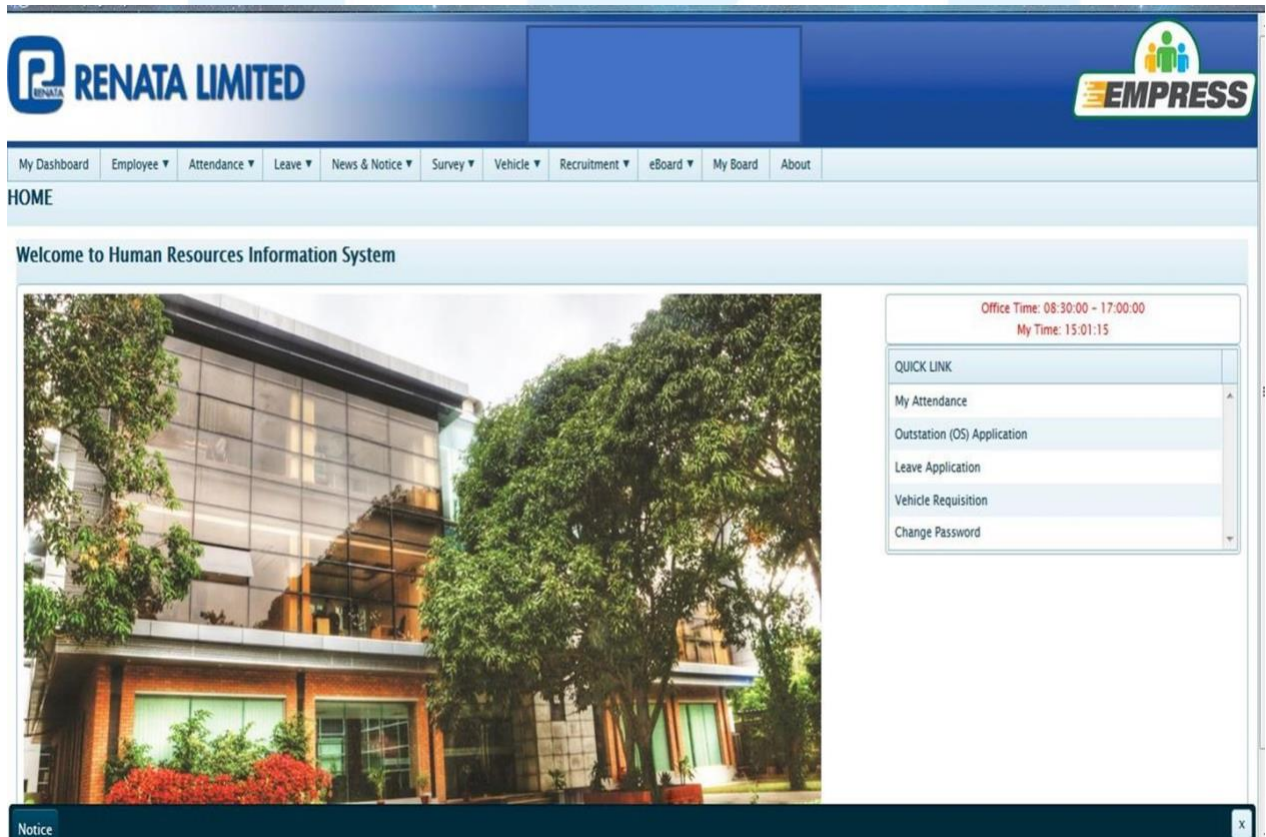


Figure 5: Home Page of HRIS

2.6 Industry and Competitive Analysis

2.6.1 Porter's Five Forces Analysis

Bargaining Power of Suppliers: MODERATELY LOW

The pharmaceuticals industry of Bangladesh imports around 90 percent of its raw materials from various countries like France, Italy, Germany, UK, China etc. This variety has made sure the suppliers can't hold more power as Renata Limited is not dependent on any single supplier. If a supplier is not cooperating, then Renata Limited can simply switch suppliers.

Bargaining Power of Buyers: EXTREMELY LOW

In this industry the buyers are spread out and has very little power to affect the price of the products. The doctors write prescriptions to the end users which they must follow because of which they have no bargaining power. The brand's identity in the market is in the hands of the doctor. The pricing is regulated and dictated by the National Pharmaceutical Pricing Authority according to government's policies.

Competitive Rivalry: HIGH

There are around 300 pharmaceuticals company operating in the pharmaceuticals industry of Bangladesh. According to the IMS-Health, the top 10 companies have a market share of 68.5 percent. The competition is so fierce that when a pharmaceutical company launches new medicine the others also produce that same medicine. This makes research and development more costly as return on investment gets lower.

Threat of Substitution: LOW

Only a few substitutes can be found for medicine. Some substitute of medicine which can be found in Bangladesh are ayurvedic, unani, herbal and homeopathic drugs. But many of them are not a viable solution for treating most of the diseases and sicknesses. Therefore, the threat of substitution is quite low.

Threat of New Entrants: MODERATELY LOW

It is very difficult for new companies to enter the market due to the large organizations such as Square, Incepta, Beximco etc. These large organizations price the products so aggressively that a new organization would not be able to meet that price simply because the new company would lack volume. Another entry barrier is the large capital needed to start the business venture which is why it takes a new company significant time to establish themselves in the pharmaceuticals industry of Bangladesh.

2.6.2 SWOT Analysis

STRENGTH

Numerous Products: Renata Limited offers a lot of medicine for humans. They offer around 300 pharmaceutical products to humans. A diverse selection of products ensures that the earning sources is spread out.

Brand Reputation: Renata Limited has a very strong brand reputation as they are the 4th largest pharmaceutical company of Bangladesh. They are also the industry leader when it comes to animal health products.

Good Financial Management: Renata Limited has made several successful investments and had a good return. They used these returns to pay off their debt which adds a lot to their earnings growths.

Innovation: Renata Limited also drives forward innovation in the pharmaceutical industry of Bangladesh. They introduced SMS and online verification to one of their best-selling products. The consumers can now use the unique code provided with the product to verify it and check its expiration date.

WEAKNESS

Decrease in R&D: Renata Limited has decreased their investments in R&D which is reducing the number of innovations. This will affect their organizational performance in the long run.

Poor Marketing Plan: The marketing plan and pricing policy of Renata Limited is lacking due to inadequate knowledge. Because of this, Renata Limited's sales force often has to face a lot of challenges when they compete with other competitors such as Square, Incepta etc.

Inconsistent Supplier: Renata Limited often fails to supply various products to the market efficiently which causes the products to be market out for a few days. This incurs a large cost on Renata as many potential customers are lost due to not having the products for selling.

OPPORTUNITIES

Potential Growth: The pharmaceutical market of Bangladesh is not fully developed and matured yet. This leaves a lot of room for potential growth. The market is expanding in size as time passes and this provides Renata Limited with a great opportunity to expand their business as well.

Increase the Product Range: Renata Limited already has a variety of products in the market. But there is room for introducing new products which will further diversify the revenue stream and make it more secure.

No Obligation to the Implementation of Patents: Bangladesh is a developing country and is lacking far behind the other first world countries. Because of this, Bangladesh is not required to implement patents and data protection law in the case of pharmaceutical industry until 2033. This helps Bangladesh compete globally as Bangladeshi organizations can produce patented medicine without providing any royalty or taking any permission. Renata Limited can take advantage of this situation and create more high value patented medicine.

THREATS

Increased Domestic Competition: The competition in the domestic market of the pharmaceutical industry in Bangladesh is extremely fierce. There are a lot of competitors in the market, and everyone is trying to get hold of more market share. These competitors such as Square Pharmaceutical, Incepta Pharmaceuticals are a very big threat for Renata Limited.

Increased Foreign Competitions: The foreign pharmaceutical companies of India and China might enter the Bangladeshi market as Bangladesh can produce patented medicines without royalty. This would further saturate the already saturated market and will pose a significant threat to Renata Limited.

Rising Labor Cost: The inflation in Bangladesh is causing a price hike in everything. The food and shelter have gotten more expensive for the labors and demand for raising their salaries will soon be made. This would increase the cost much more and reduce profit which will make Renata Limited's survival uncertain in such a fierce industry.

2.7 Summary and Conclusions

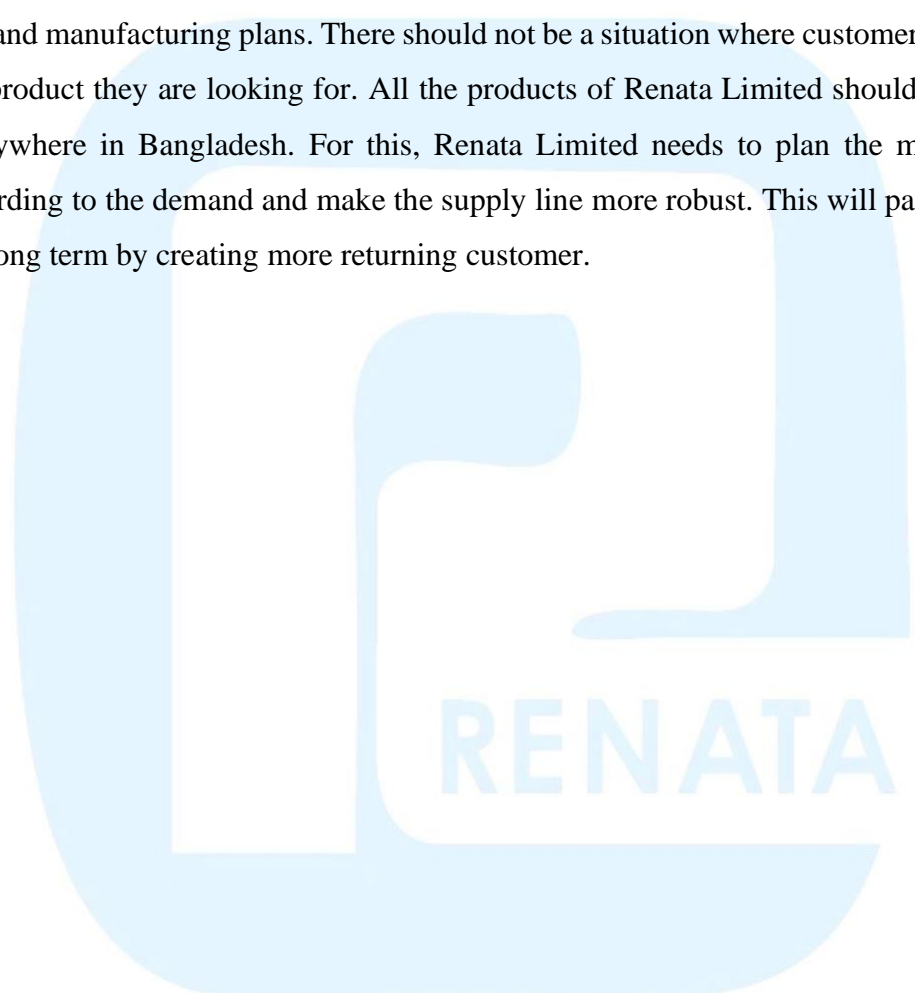
Renata Limited is one of the largest pharmaceutical organizations in Bangladesh. They have faced a lot of obstacles from their inception and have successfully navigated through them. They have established a reputed brand and created a vast array of products. The management has learned and adapted all these years by advancing the organization technologically. They have a world class HRIS for their HR department. Inter departmental communication has been made smoother via using software. They have a large capable salesforce bringing in adequate amount of revenue for the organization. Renata Limited have great core strength and a business environment which is currently working in favor of them. There are some concerns which can cause a lot of problems in the future. All these concerns can easily be avoided by planning properly and taking initiative in present. To sum up, as a pharmaceutical company Renata Limited is performing excellently and has great growth potential.

2.8 Recommendations

I have the following recommendations for further improvements of Renata Limited. These are:

- **Take Advantage of Non-Obligatory Patents:** As a Bangladeshi pharmaceuticals company Renata Limited can produce patented medicines without giving royalty. Renata Limited should take advantage of this opportunity by producing patented medicine within the country and then exporting them to other countries who doesn't have access to those patents. This way Renata Limited can and increase their revenue thus growing their business more.
- **Increase R&D:** Renata Limited should invest more on their research and development because as a pharmaceutical company they must continuously develop new products. If they can create a new medicine of their own which is extremely effective, then they can create a revenue source which will generate stable revenue for a long time.

- **Increase Training of Sales Force:** Renata Limited should train their sales force more so that they can stand up to the competitors' sales forces. The competitors' sales forces should be analyzed, and the training program should be updated according to the result of the analysis. Creating a knowledgeable sales force would help Renata Limited compete more effectively in such a competitive market.
- **Improve Supply Line:** Renata Limited should also focus more on improving their supply line and manufacturing plans. There should not be a situation where customers cannot find the product they are looking for. All the products of Renata Limited should be available everywhere in Bangladesh. For this, Renata Limited needs to plan the manufacturing according to the demand and make the supply line more robust. This will pay for itself in the long term by creating more returning customer.



Chapter 3: Project Part

3.1 Introduction:

In Renata limited, PSOs are hired in sales pharma division to sell the pharmaceutical products who are also called field force. PSOs plays an important role for the organization. Selling the products is the focused goal of a pharmaceuticals company, not manufacturing the products. If the organizations encounter any difficulties to manufacture the products, they can easily get the products from a third-party manufacturer or can go for contract manufacturing with other organizations. It won't affect the organization's profit level significantly. But if they can't sell the products, it will be a huge problem for them. As a result, for the organization, the main focus is sales person or the field force. For Renata Limited, the marketing is not done for direct customers. The targeted customers are the doctors who will recommend Renata's products in the prescriptions for human and animals. If the doctor doesn't recommend, the product will not be sold. Here comes the role of PSOs. PSOs are a part of sales pharma division. Their main responsibilities are-

- Update the doctors about any new products that Renata launch and describe the medicines in details.
- Convince the doctor to prescribe Renata Limited's medicines.
- Make sure the local pharmacy has enough stock of the medicine.
- Give day to day updates to the production units.

After being hired, they get appointed in the field to understand the type of work. If they are capable of doing the work. If they are determined, they are asked for participating in the in-house training from field training. They come to Dhaka from their region and take the Field Force Training. After the training, as per their skill sets, they are given particular region to cover.

To promote the products to the doctors is a difficult job because of the required background knowledge. None of the PSO have a medical background and the science we learn in our academic education, is not that much related to medical science or pharmaceuticals knowledge. Therefore, training them to gain the required KSAs for the job is a must. They are being taught about the primary knowledge of medical science. Then they correlate the medical science knowledge with different diseases and to cure the diseases, which medicines are needed, they inform those to the doctors. These are part of knowledge-based training. After getting the knowledge about what to

tell the doctors, they focus on how to tell. They learn how to communicate in the most effective way. Renata Limited conducts training programs for the PSOs to teach them about pharmaceuticals knowledge, selling skills, communication techniques and many more. The training of the field force is divided into two parts. One is hard skill training another one is soft skill training. The hard skill training is based on managing the machine whereas soft skill training is managing the people. People have different personality traits, social traits and interpersonal communication. Soft skill training focuses on the communication and leadership. In this report, I am going to give a brief idea about the field force training development process of Renata Limited.

3.1.1 Background/ Literature review

Successful outcomes of any organization mostly depend on the performance of the employees. Employees can create competitive advantages as human resources can't be replicated. Employees can work effectively if they have the proper knowledge and skills. Not all employees have the same level of knowledge or skills. Some employees may not have all the qualities and knowledge that are needed for the job and some may not have the experience to implement their knowledge. In these situations, performance gaps are created (Rodriguez, J., & Walters, K. 2017). Organizations have some expectation from their employees. They expect a certain amount of output after a certain time period. If the employees lack any qualities to complete the job effectively, they won't be able to meet the goals that the top-level managements had provided. This can create performance gap which can lead to dissatisfaction. Therefore, the organizations should give an opportunity to the employees to grow and learn the key activities that are needed for the job. Training is the best option to improve employee's performance (Slavković, A., & Slavković, V. 2019). From training employees not only can learn new things, they can also learn how to implement that knowledge in their work place and personal life. When the employees go through a training program, their confidence level grow up because most of the training programs are designed with real life case or problems. When they encounter any obstacle in work place, they can relate the situation with training and solve the problem easily. Training is essential for building relationship in workplace because in training programs employees' team up and can learn from each other (Burton, 2021).

Mr. Murad, Deputy Training Manager of Sales Pharma Division thinks that training is not only necessary for gaining knowledge. Moreover, training can change our mentality and way of thinking. He said,

‘Suppose, suddenly you are asked if you can eat an elephant. The first thought the participants will have, how this is possible to eat an elephant as it is too big. But the catch is there are no time line given, but people will not think about this. They will just focus on the problem which is the amount of meat we consume in our life. We lock our thinking. We have to break the lock. The trainings help them to think about their personal life in a different way. That is why the trainings are important. We talk about problems but there are no actual problems. Problem means we don’t have the thinking capacity to find a solution to a situation. Problems are just mental barriers. We have to design the problem, breakdown the problem. How to find a solution to the problem step by step. In the Field force training program, we teach the trainees how to do critical thinking. That is why the training is so important.’

Through training, employees can develop new skills, polish those they already have, increase performance, boost productivity, and become better leaders. Organizations should take every step to ensure that individuals perform at their highest levels because an organization is the culmination of what each employee accomplishes on an individual basis (Elnaga, A., & Imran, A., 2013). Training is necessary to improve employee performance since trained workers will be more knowledgeable about the requirements of their jobs, have the skills necessary to do their jobs well, and be able to use new technologies. Then, their level of motivation will rise, which will also assist to improve performance. The working environment and management style will also lead to optimal performance, which will help the firm reach its goals successfully (Khan, M., 2012).

Moreover, employees are a company's greatest asset. In this industry, the effectiveness of the workforce determines an organization's success. Therefore, top management is aware of the value of investing in staff training to boost productivity and prepare them for the difficulties of today's cutthroat business environment (Hafeez, U., & Akbar, W., 2015).

3.1.2 Objective

The main purpose of the report is understanding the overall field force training process in Renata Limited. I will give a brief discussion about how Renata Limited

1. Broad objective:
 - Evaluate the effectiveness of the Field Force Training
2. Specific Objective:
 - Giving an overall idea about my internship experience and learning
 - Explaining the training design
 - To have a clear view of the organization's overall HR practice

3.1.3 Significance

From this study, we will be able to learn overall idea about Renata Limited and its field force training program. We will analyze how much effective the field force training program is. The study contains different opinions about the training program. By analyzing the perspectives, we will understand how to improve the training program so that, the employees can do better and contribute more to the organization. This study also contains financial comparison with other benchmark organization. As a result, we will be able to analyze Renata Limited's market and financial position.

3.2 Methodology

In a study titled *Effectiveness of a training program in supervisors' ability to provide feedback on residents' communication skills* conducted by Jundo Perron and Noëlle Astrid in 2013, they interviewed the trainees and used a data analysis software to analysis the qualitative data. Same way, I plan to use a data analysis software called Nvivo which will make the analysis much more accurate. This will help me to easily summarize the data and find any underlying trends.

Miner, Ms Amy, et al published a research paper in 2015 which was titled '*Using Gagne's 9 events of instruction to enhance student performance and course evaluations in undergraduate nursing course*'. In that research paper they used Gagne's 9 events of instruction to evaluate the course. In my report I used 9 events of instruction to give an idea about how aligning training design with

learning process can influence a training program and how effective the training program become after using the 9 events of instruction.

In 2015, Rafiq, M. Published a journal in ‘Journal of Entrepreneurship & Organization Management’. He titled it ‘*Training evaluation in an organization using Kirkpatrick model: A case study of PIA*’. In that journal he explained that Kirkpatrick Model is the most suitable model for evaluating any organization’s training program. As a result, I used Kirkpatrick Model to evaluate the field force training program.

Both primary data and secondary data will be used in this report to analyze the effectiveness of field force training program. This report will contain different interviews, survey reports, perspectives and understanding of underlying reasons. As a result, based on the data collection method, this report is a qualitative report. This study will be focusing on qualitative data.

Source of primary data

- Primary data for this report is collected from phone interviews of field force department personnel.
- Some of the primary data is collected from face-to-face interview with sales pharma divisions’ personnel.

	Location	Division	Department	Region	Joining Date
Mr. Murad, Deputy Training Manager	Head Office	Sales Pharma Division	–	–	–
PSO one	Gomti Depot	Sales Pharma Division	Field Force Department	Cumilla Region	16-Apr-2022
PSO two	Turag Depot	Sales Pharma Division	Field Force Department	Dhaka-B Region	17-Apr-2022
PSO three	Surma Depot	Sales Pharma Division	Field Force Department	Sylhet Region	10-May-2022
PSO four	Rajshahi Depot	Sales Pharma Division	Field Force Department	Rajshahi Region	01-May-2022

PSO five	Buriganga Depot	Sales Pharma Division	Field Force Department	Dhaka-A Region	09-May-2022
PSO six	Tangail Depot	Sales Pharma Division	Field Force Department	Tangail Region	09-May-2022
PSO seven	Kirtonkhola Depot	Sales Pharma Division	Field Force Department	Barishal Region	10-May-2022
Sr. PSO one	Surma Depot	Sales Pharma Division	Field Force Department	Sylhet Region	1-July-2020
Sr. PSO two	Surma Depot	Sales Pharma Division	Field Force Department	Sylhet Region	1-July-2020
Ex PSO one	-	-	-	-	-
Ex PSO two	-	-	-	-	-

Table 1: List of Interviewees

For this report, I had to interview the PSOs through phone as they are currently not in Dhaka. Mobile phone interviews have some benefits and advantages. In 2016, Giugale, Marcelo, et al. published a book named "Collecting high frequency panel data in Africa using mobile phone interviews." Measuring African Development: Past and Present. In this book they collected data through mobile phone interview and they think this is more convenience and cost cutting. As a result, I also collected my data through mobile interview.

Source of secondary data

- Renata Limited website
- Annual report of Renata Limited
- Various website about Renata Limited

3.3 Finding and analysis

Renata Limited tries to find out the performance gap of the employees. To perform skillfully, the PSOs are needed to have proper knowledge about pharmaceutical and marketing. As they are not

from the medical background and many of them are not from marketing background, there will be a performance gap in some of them. There can also be other reasons for the performance gaps. They might not like the region they are working in or they might also not like the work environment. There can be many reasons for not performing effectively. Most of the time the reason for their poor performance is a lack of pharmaceutical knowledge.

3.3.1 Aligning Training Design with Learning Process: Gagnes' 9 events of instruction

To guide the training design, there are 9 steps-

1. **Gaining Attention:**

If the trainer can grab the attention of the trainees properly, only then he can inform the trainees about the objective of the training. Without gaining proper attention, the trainees won't be able to understand what is happening and why they are going through training program (Kruse, ,2009). The trainers of the field force training program try to capture the focus of the trainees by presenting something interesting or by starting the training program with a game. The trainees are asked what they want to learn from the training, what they are interested about and what they expect to learn from the trainer. It can be about the training topics or off topics. This way the attention grows easily. They think about what they are going to say and brainstorm about the topic. They also listen to others and try to come up with some unique information. That is how the attention of the trainees are being captured at Renata Limited.

2. **Announce objective:**

The trainer has to make sure the trainees understand the objective of the training. Trainers play an important role in the field force training program. Mr. Murad said,

'One thing that is most important for conducting the training is the presentation skill of the trainer, how he communicates with the participants, how he is balancing the mental frequency and whether he is delivering the lectures at an understanding level of the participants. If he doesn't understand the knowledge level and capacity level of the trainees, the trainees will not understand the topics. It doesn't matter how smartly and professionally the trainer delivers his lecture, if the participants are unable to understand

the training content, the training won't be effective. The main skills depend on whether the trainees are understanding him or not.'

In Renata, the trainers select a particular topic and write down all the core points of the topic. To announce the objective, three things are expressed.

1. What is the objective of today?
2. What we will gain from today's topic?
3. How will we replicate this knowledge in realistic situation?

These points should be clear to the participants at the very beginning of the training program. If they don't understand these three points, they will never learn from the training.

3. Stimulate recall of past Knowledge:

When the trainees are asked if they know anything about a particular topic, various participants will answer with various concepts of the topic. By this participation, they will learn better and will have full attention (Goode, 2018). At the beginning, the trainers of Renata Limited announce the topics they will cover for the day. For example, they said, today they will cover cybernetic organism topic. So, the trainers will ask if anyone knows anything about the topic. Some will say cyber means something related to internet or something network related. Some other will say they understand what organism is. So maybe cybernetic organism means the relation between organism and net or electronics. They ask the concepts from every trainee and try to figure a model about the topic.

4. Present the materials:

The trainer delivers content about the topic and what will be needed to finish the training program. The field force trainers provide the trainees a schedule of the program, a pen, notepad, dashboard, meta board, meta card, presentation related every material. They are being introduced with every training material at the beginning of the session. For example, the trainer will show a presentation about meta card in PowerPoint. They will teach what is meta and how to use it. Then the participants are divided in groups and asked to present the presentation in meta card or pictorial presentation where they have to cut the picture from different paper and connect them. That is how the materials are introduced with the trainees.

5. Provide guidance:

The trainers give some tricks about how to learn the topic better, how the participants will memorize the topic well and segment the topic. To memorize the learning process better, there are some games that the trainers play with the participants. For example, they play a game called mine field where there are some water bottles in the ground and the participants have to tie their eyes so that they can't see anything. Other participants have to give him direction so that he can pass the place without touching the bottles. By this game, the participants will understand directive behavior. How to give direction to someone and what are the way to give direction. After participating in the game, some problems are given to the trainees with questions. Then they have to correlate the answers with what they have learnt through the game. This is how they can catch the whole topic easily. In another game the participants are tied with a rope and asked to untie themselves. But they can't open the knot with hand. This is done for igniting an unconventional way of thinking rather than conventional thinking.

This is how the trainers give guidance so that the trainees can understand and memories the topics better.

6. Bring out performance:

The trainers give trainees an opportunity to demonstration what they have learnt in the session. They divide the participants into small groups and every team is giving different task and challenges and then the performance is evaluated. The trainers observe the trainees and evaluate them in a certain criterion. They evaluate who is solving the problems

1. Quickly and perfectly
2. In a smart way
3. In specific measurable way
4. Are they being realistic and
5. Time bounding

These are 5 important criteria by which their performance is being measured.

7. Giving feedback:

After evaluating the trainees, the trainers give them face to face feedback. The feedback is given in two ways.

- 1. Group feedback:** In group feedback, the trainers give feedback about how they perform as a group and what are needed to improve. They point out if they are lacking any communication skills or leadership skills and how to improve them.
- 2. Individual feedback:** All participants are called one by one and the feedback is given. The trainers point out their strengths and weaknesses. They also give some homework to the participants for practicing so that they perform better next time.

8. Assessing Performance:

During the training program, the trainers sometime take quizzes, viva and small exams to evaluate if the trainees are learning as the organization expect them to learn. By this evaluation, they can compare if they are completing the objective of the training program.

9. Facilitate Retention and Transfer:

The best output is achieved from real life case studies. Most of the case studies are from real incidence which occurred in Renata limited. Trainees are divided in groups and given time to discuss about the case among themselves. They have already learnt how to identify problems and how to solve them by segmenting the problem into solution steps and prioritizing the order. Different groups are given different topic. They have to give presentation about how to solve the problem, what decision should take in that situation to make the situation better. What is their suggestion. The groups can learn from each other. Here the trainers evaluate the trainees based on their collaborative behavior. It is an onboard training. And continue this process like a chain is called ongoing training.

3.3.2 Evaluating the Effectiveness of the Field Force Training Program:

After conducting a training program, organization need to know if the training has been effective or not. Organizations spend a lot of resources to arrange a training program. So, it is needed to evaluate how the trainees are performing after the training and how much benefit the organization is getting from them. The evaluation is also needed to find out if the training has covered all the

objective of the training program. Evaluation also helps the organization to identify all the weakness and strengths of the training program which can help them to improve and they can also perform cost-benefit analysis. There are two kind of training evaluation in Renata Limited-

3.3.2.1 Process Evaluation:

to measure the effectiveness, evaluate the training itself is necessary. If the organization can't conduct the training program properly, the trainees won't be able to learn anything. For example, you hired a trainer who is really knowledgeable and skillful but doesn't have the necessary interpersonal skills to deliver the lecture. As a result, the trainees won't understand what he is saying and the training won't be effective. sometimes the trainees might dislike the training environment and can lose their motivation to learn. So, evaluating the training process is necessary. In Renata, the process is evaluated in two ways-

1. **Evaluate by trainees:** After the training, the trainees give feedback about the training program. They write in anonymous papers about how they have felt about the content of the program and the trainers. They write down and keep the answers in a box. Then each of them picks up a paper from the box and read out loud. In the papers they write about the strengths and weaknesses about the training program and recommendations. The trainees also rate the trainers and comment how to improve them so that they can understand better. They also share what they would like to learn more about and what topics should be added. The HR team collects all the feedback from the trainees and makes a list about the suggestions. Then the suggestions are printed and given to the trainers. That is how they try to improve their training program.
2. **Evaluate by the organization:** After finishing the training program, the training organizers and trainers sit together to discuss about the training program. They evaluate themselves about how well the training program was, what challenges they faced and how to overcome them. They evaluate each other in an informal way and point out if anything needed to change or alter about the training program. If they identify that the training program was effective, the trainees are learning from the training, they feel satisfied about the process and continue the process. If they feel like there are new methods to make the trainees understand more and to make the training more effective, they implement those in the next upcoming training program. That is how the organization evaluate their process by themselves.

3.3.2.2 Outcome Evaluation: Kirkpatrick model

Only evaluating the training program process is not enough for evaluating the effectiveness. The main effectiveness will be noticed if there are any changes in the outcome. If before the training, the trainees were selling 10 products, and they are still selling 10 products after the training, then it is clear that the training is not effective. The KSAs are supposed to be developed by the training program. So, measuring the output is really important to evaluate the effectiveness.

The Kirkpatrick Model is probably the best-known model for analyzing and evaluating the results of training and educational programs. It takes into account any style of training, both informal or formal, to determine aptitude based on four levels criteria. This model was developed by Dr. Donald Kirkpatrick (1924 – 2014) in the 1950s. As outlined by this system, evaluation needs to start with level one, after which as time and resources will allow, should proceed in order through levels two, three, and four. Data from all of the previous levels can be used as a foundation for the following levels' analysis. As a result, each subsequent level provides an even more accurate measurement of the usefulness of the training course, yet simultaneously calls for a significantly more time-consuming and demanding evaluation. Undoubtedly, the most widely used and in-demand method for the assessment of training in businesses nowadays is Kirkpatrick's system based around the four levels as guidelines. The Kirkpatrick model has been used for over 30 years by many different types of companies as the major system for training evaluations. It is evident that Kirkpatrick's vision has made a positive impact to the overall practice of training evaluation.



Figure 6: Kirkpatrick Model

1. Reaction Outcome:

Measuring the reaction of the trainees is really important to evaluate the training program because if their reaction towards the training program is negative, it will mean that they didn't take the training program well and didn't learn anything. So, the organization need to redesign the training program. If they feel positive about the training program, it will indicate that they did learn and can work effectively (Smidt, Andy, et al., 2009). After the training program, the trainees are given a feedback form where they have to answer some question regarding how they felt about the training program. For example, the question is- Do you think the content of the training program was easy to understand? The trainees will be given 5 options- Strongly agree, agree, neutral, disagree and strongly disagree. They have to mark the answers and submit it to the trainers. Then the trainers evaluate the answer. If the majority of the trainees feel like that, they had a positive impact from the training program and they are happy with the training program, then the organizers try to continue the training program as it is. If the outcomes are negative, they call for a meeting and discuss what to do for better outcome. Almost 90% of the time the trainees have a positive reaction towards the training program.

2. Learning Outcomes:

Even though some trainees have positive attitude or reaction towards a training program, they can't learn anything from trainings. They may not be sharp and catch the topics well as others. The training organizers need to evaluate if the trainees are learning from the training program or not (Farjad, 2012). After done with the training, the trainees sit for a before and after test. By this test, the trainers understand how much they have learnt. In the beginning of the training program, the trainees are given some questions about their knowledge, interpersonal skills, attitude etc. After the training program they are given the same question again. The trainers evaluate their previous answers with the recent answers. By this, they can evaluate if the trainees are learning or not. They can also understand if the attitude of the trainees is changing in a positive way. For example, they might ask 'What abilities and qualities a PSO need to sale a product? Do you think you have all those qualities? If you lack some of the abilities, do you know why do you lack them?' The trainers evaluate how the PSOs responded before and how they are responding now. By this, the trainers can understand if their attitude is changing and they are gaining more confidence and skills.

3. Job Behavior outcomes:

Learning is not the only thing that is expected from a training program. When a company organize a training program, they expect the employees to learn and use those learning in workplace and complete the tasks effectively. So, after ensuring that they learnt everything from the training program, they have to evaluate if they are being able to use those learning in their everyday activities (Saad & Mat, 2013). This evaluation is done by the supervisor of the PSOs in their particular region. The supervisor from their department had a perspective about the employees. After the training, the supervisors observe them and try to notice any development. They evaluate how the trainees are feeling about themselves. The development level is compared to their previous performance. The supervisor observes if the PSOs can detect his previous mistakes. Supervisors conduct the evaluation after 1 week. They observe not only how much they have learnt but also how much they are able to implement their learning. Implement things in real life is way hard than learning.

4. Organizational Results Outcomes:

The main objective of the training program is increasing the capabilities of the employees so that they can contribute to the organization. The field force training program is also designed for that. After six months of their joining, they go through a performance review. Based on this review, they get their confirmation letter. Their performance is reviewed dependent on their Rx which is measured based on their sales and outputs. In the below performance review form, we can see that an employee's YTD Rx was 5.85. which means, at the beginning of his joining, his performance indicator was 5.85. After 6 months, his Rx was 6.37. That points out that his performance is getting better and organization is getting expected result from the employee. His DSM also evaluated him based on his attitude and behavior. Thus, the output is measured and evaluate if the output is satisfactory or not. If the employee's Rx decreases compared to his previous, that would indicate that the employee is not making satisfactory output and the DSM won't recommend his confirmation.

PERFORMANCE REVIEW			EVALUATOR DESIGNATION:		
	NAME AND PIN NUMBER OF INDIVIDUAL BEING EVALUATED:		DEPARTMENT: Field Force Department		
	DESIGNATION: PSO (G / B7)		DIVISION: DUE /		
	LENGTH OF SERVICE: YEARS 06 MONTHS		AT PRESENT POSITION/GRADE SINCE: APP /		
REASON FOR CURRENT REVIEW: Confirmation <input type="checkbox"/> ANNUAL REVIEW <input type="checkbox"/> OTHER (SPECIFY)		LOCATION: Narayangonj			
INSTRUCTIONS EACH OF THE FOLLOWING SECTIONS CONTAINS FOUR DESCRIPTIVE STATEMENTS BY WHICH THE INDIVIDUAL BEING EVALUATED CAN BE RATED ON THEIR PERFORMANCE IN DIFFERENT JOB FUNCTIONS AND SKILLS. READ EACH STATEMENT CAREFULLY, THEN CHECK (✓) THE ONE WHICH BEST DESCRIBES THE PERFORMANCE OF THE INDIVIDUAL. TO RATE THE INDIVIDUAL MOST EFFECTIVELY, AVOID GENERAL IMPRESSIONS AND PERSONAL FEELINGS. CONSIDER ONLY THE INDIVIDUAL'S OVERALL PERFORMANCE AND PROGRESS SINCE THE LAST REVIEW. FINALLY, RATE EACH SECTION INDIVIDUALLY, AND AVOID ALLOWING THE RATING OF ONE SECTION TO INFLUENCE THE RATING OF ANOTHER. BE OBJECTIVE. YOU ARE URGED TO DISCUSS THIS REVIEW WITH THE INDIVIDUAL BEING EVALUATED AFTER SUBMISSION TO HUMAN RESOURCES DEPARTMENT, COMMENDING OR COUNSELING WHERE APPROPRIATE. REMEMBER, YOU ARE RATING JOB PERFORMANCE, NOT PERSONALITY TRAITS OR SUBJECTIVE SKILLS, AND WHEN YOU DISCUSS YOUR EVALUATION WITH THE INDIVIDUAL, EMPHASIZE THIS POINT. EMPLOYEES SCORING UNDER 33% OF THE TOTAL POSSIBLE SCORE SHOULD BE REEVALUATED IN THREE MONTHS.		NOTES SUPERVISORY ABILITY: RATE ONLY IF THE INDIVIDUAL HAS SUPERVISORY RESPONSIBILITIES. ABSENCES: UNDER THE RATING YOU CONSIDER MOST APPROPRIATE, INDICATE THE NUMBER OF ABSENCES SINCE THE LAST REVIEW, EXCLUDING ABSENCES FOR HOLIDAYS AND VACATIONS. TARDINESS: UNDER THE HEADING YOU CONSIDER MOST APPROPRIATE, INDICATE THE NUMBER OF DAYS TARDY SINCE THE LAST REVIEW. PROMOTION: REFERS TO PROMOTION WITHIN THE SAME LINE OF WORK (JOB FAMILY). IF THE INDIVIDUAL IS MORE QUALIFIED FOR TRANSFER OR PROMOTION TO A DIFFERENT LINE OF WORK, EXPLAIN WHY IN THE 'REMARKS' SECTION.			
REMARKS USE THIS SPACE TO FOR ADDITIONAL COMMENTS, TO EXPLAIN ANY OF THE RATINGS IN MORE DETAIL, OR FOR ANY FURTHER INFORMATION					
<p style="text-align: center;"> $\begin{array}{r} W: 53 - 100 \\ V: 42 - 50 \\ DSM: 94 - 100 \\ \hline 189 \quad 250 \end{array} \left. \begin{array}{l} \\ \\ \end{array} \right\} 75.49\%$ </p> <p style="text-align: center; font-size: 1.2em; font-weight: bold;">EXCELLENT</p> <p>Mr. [REDACTED] is a good worker. He is very industrious and honest. His activity with doctor & chemists is appreciable. His effort to generate Rx and sales also is excellent. Relation with customers is also good. So we may confirm him in his position & due date.</p> <p>His YTD Rx - 772 5.85 Oct Rx - 6.37</p>					
ADVANCEMENT PROMOTION POSSIBILITIES (SEE NOTE)		<input type="checkbox"/> POOR NOT PROMISING, SHOULD NOT BE CONSIDERED FOR PROMOTION AT THIS TIME	<input type="checkbox"/> QUESTIONABLE AVERAGE PROGRESS, BUT PRESENTLY NOT QUALIFIED FOR PROMOTION	<input type="checkbox"/> LIMITED NEAR PEAK, QUALIFIED FOR LIMITED ADVANCEMENT ABOVE PRESENT LEVEL	<input type="checkbox"/> EXCEPTIONAL EXCELLENT PROSPECT FOR PROMOTION, HAS PROMISING FUTURE
REMARKS USE THIS SPACE TO EXPLAIN THE ABOVE RATING					
<p style="font-size: 1.2em; font-weight: bold;">I Strongly Recommend for his confirmation in due date.</p>					
IMMEDIATE SUPERVISOR'S SIGNATURE:		DATE: [REDACTED]	DIVISIONAL HEAD'S REVIEW AND RECOMMENDATION:		
SECTION HEAD'S SIGNATURE:		DATE: 2 [REDACTED]	PRESENT BASIC SALARY P [REDACTED] TOTAL MARKS SECURED 94		
DEPARTMENTAL HEAD'S SIGNATURE:		DATE: [REDACTED]	NO. OF SLABS RECOMMENDED _____ INCREMENT AMOUNT _____ INCREMENT AS % TO PRESENT SALARY _____		
			DIVISIONAL HEAD'S SIGNATURE _____ DATE _____		

Figure 7: Organizational outcome evaluation

JOB KNOWLEDGE	<input type="checkbox"/> POOR INADEQUATE KNOWLEDGE. REQUIRES CONSIDERABLE ASSISTANCE	<input type="checkbox"/> FAIR ADEQUATE GRASP OF ESSENTIALS. REQUIRES SOME ASSISTANCE	<input type="checkbox"/> GOOD THOROUGH KNOWLEDGE OF JOB. PERFORMS DUTY WITHOUT ASSISTANCE	<input checked="" type="checkbox"/> EXCELLENT WELL INFORMED ON ALL PHASES OF WORK. EXPERIENCED ENOUGH TO INSTRUCT OTHERS
QUANTITY OF WORK	<input type="checkbox"/> SLOW PRODUCES LESS THAN HE CAN OR SHOULD, NEEDS CONSTANT PRODDING	<input type="checkbox"/> AVERAGE PRODUCES ENOUGH TO GET BY. RARELY EXCEEDS EXPECTATIONS	<input type="checkbox"/> ABOVE NORMAL FREQUENTLY TURNS OUT MORE THAN NORMAL VOLUME	<input checked="" type="checkbox"/> VERY FAST OUTSTANDINGLY HIGH VOLUME OF GOOD WORK
SPEED OF PRODUCTION				
DEPENDABILITY	<input type="checkbox"/> UNRELIABLE CANNOT BE RELIED UPON. HAS TO BE CLOSELY MONITORED	<input type="checkbox"/> DEPENDABLE USUALLY RELIABLE. CAN BE ENTRUSTED TO DO A JOB WITH ROUTINE CHECKS	<input type="checkbox"/> CONSCIENTIOUS APPLIES HIMSELF WELL. REQUIRES LITTLE SUPERVISION	<input checked="" type="checkbox"/> EXCEPTIONALLY RELIABLE INSPIRES UTMOST CONFIDENCE. NEEDS NO SUPERVISION
QUALITY OF WORK	<input type="checkbox"/> FREQUENT ERRORS WORK CONSISTENTLY REQUIRES CHECKING. MAKES THE SAME MISTAKES REPEATEDLY	<input type="checkbox"/> OCCASIONAL ERRORS WORK REQUIRES PERIODIC MONITORING. OCCASIONALLY CARELESS	<input type="checkbox"/> INFREQUENT ERRORS WORK IS RARELY INCORRECT. CHECKS OWN WORK CAREFULLY	<input checked="" type="checkbox"/> EXCEPTIONALLY ACCURATE WORK IS ALWAYS CORRECT. PRODUCES ACCURATE WORK UNDER PRESSURE
ACCURACY				
THOROUGHNESS & NEATNESS	<input type="checkbox"/> CARELESS WORK IS OFTEN UNFINISHED. NEVER KNOWS WHERE THINGS ARE. DISORGANIZED	<input type="checkbox"/> USUALLY ORDERLY & COMPLETE WORK IS GENERALLY NEAT. USUALLY SYSTEMATIC	<input type="checkbox"/> ORDERLY AND COMPLETE WORK IS ALWAYS NEAT. THINKS PROBLEMS OUT BEFORE SOLVING THEM	<input checked="" type="checkbox"/> EXTREMELY NEAT AND THOROUGH PRECISE IN EVERYTHING HE DOES. MONITORS ALL ASPECTS OF HIS OWN WORK
ATTITUDE	<input type="checkbox"/> ANTAGONISTIC resents company policies and practices, outspoken in his criticism	<input type="checkbox"/> PASSIVE ACCEPTS THE POLICIES OF THE COMPANY, RARELY IF EVER CRITICAL	<input type="checkbox"/> LOYAL SUPPORTS COMPANY POLICIES. KEEPS AHEAD OF POLICY CHANGES	<input checked="" type="checkbox"/> LOYAL & ENTHUSIASTIC ADVOCATE OF COMPANY POLICIES. TAKES PRIDE IN ITS ACCOMPLISHMENTS
ATTITUDE TOWARDS COMPANY				
ATTITUDE TOWARDS CO-WORKERS	<input type="checkbox"/> INTOLERANT REFUSES TO HELP OTHERS. DIFFICULT TO WORK WITH	<input type="checkbox"/> COOPERATES SATISFACTORILY HELPS FELLOW WORKERS WHEN ASKED, ACCEPTED BY OTHERS	<input checked="" type="checkbox"/> WORKS WELL WITH OTHERS HAS A FRIENDLY RELATIONSHIP WITH CO-WORKERS, GOOD TEAM PLAYER	<input type="checkbox"/> EXCEPTIONALLY COOPERATIVE OFFERS TO HELP OTHERS ON HIS OWN INITIATIVE. RESPECTED ACROSS THE ORGANIZATION
RESOURCEFULNESS	<input type="checkbox"/> LEARNS SLOWLY HAS CONSIDERABLE DIFFICULTY IN ADJUSTING TO CHANGES OR NEW CONDITIONS	<input type="checkbox"/> AVERAGE LEARNER ADJUSTS TO CHANGES FAST ENOUGH TO PERFORM WORK SATISFACTORILY	<input type="checkbox"/> LEARNS QUICKLY RAPIDLY ABSORBS NEW MATERIAL. QUICK TO ADAPT TO CHANGES	<input checked="" type="checkbox"/> EXCEPTIONALLY FAST LEARNER OUTSTANDINGLY QUICK TO LEARN NEW DUTIES AND ADJUST TO CHANGES
ADAPTABILITY				
ACCEPTANCE OF RESPONSIBILITY	<input type="checkbox"/> EVADES WHERE POSSIBLE AVOIDS RESPONSIBILITY. BARELY PERFORMS ONLY ASSIGNED TASKS	<input type="checkbox"/> ACCEPTS AS REQUIRES ACCEPTS BUT DOES NOT SEEK OUT RESPONSIBILITY. LOW MOTIVATION	<input type="checkbox"/> ACCEPTS WILLINGLY ACCEPTS OBLIGATIONS EAGERLY. SOMETIMES SEEKS OUT ADDITIONAL RESPONSIBILITY	<input checked="" type="checkbox"/> SEEKS RESPONSIBILITY NOT ONLY ACCEPTS OBLIGATIONS, BUT OFTEN SEEKS OUT ADDITIONAL RESPONSIBILITY
INITIATIVE	<input type="checkbox"/> LACKS SELF-RELIANCE DEPENDS ON OTHERS TOO MUCH. UNABLE TO MAKE DECISIONS FOR HIMSELF	<input type="checkbox"/> FOLLOWS PRECEDENT SHOWS SOME INITIATIVE. A ROUTINE WORKER	<input type="checkbox"/> SOMEWHAT RESOURCEFUL DOES MORE THAN IS EXPECTED. PERFORMS BEYOND EXPECTATIONS	<input checked="" type="checkbox"/> EXCEPTIONALLY RESOURCEFUL DISPLAYS EXTRAORDINARY INITIATIVE. CREATIVE PROBLEM SOLVER
LEADERSHIP	<input type="checkbox"/> INADEQUATE LACKS QUALITIES NECESSARY TO BE A SUCCESSFUL SUPERVISOR. OFTEN USES POOR JUDGMENT	<input type="checkbox"/> BELOW PAR HAS SOME LEADERSHIP ABILITY, BUT UNABLE TO GAIN GROUP SUPPORT	<input type="checkbox"/> EFFECTIVE HAS MOST OF THE QUALITIES REQUIRED OF A SUPERVISOR. RESPECTED BY SUBORDINATES	<input type="checkbox"/> EXCEPTIONAL LEADER DISPLAYS NATURAL LEADERSHIP ABILITY. ABLE TO OBTAIN COOPERATION WITHOUT ASKING
SUPERVISORY ABILITY (SEE NOTE)				
ATTENDANCE	<input type="checkbox"/> OFTEN ABSENT NUMBER OF DAYS ABSENT SINCE LAST REVIEW	<input type="checkbox"/> OCCASIONALLY ABSENT NUMBER OF DAYS ABSENT SINCE LAST REVIEW	<input type="checkbox"/> SELDOM ABSENT NUMBER OF DAYS ABSENT SINCE LAST REVIEW	<input checked="" type="checkbox"/> EXCEPTIONAL ATTENDANCE NO ABSENCES
ABSENCES (SEE NOTE)				
TARDINESS (SEE NOTE)	<input type="checkbox"/> OFTEN TARDY NUMBER OF DAYS TARDY SINCE LAST REVIEW	<input type="checkbox"/> OCCASIONALLY TARDY NUMBER OF DAYS TARDY SINCE LAST REVIEW	<input checked="" type="checkbox"/> SELDOM TARDY NUMBER OF DAYS TARDY SINCE LAST REVIEW	<input type="checkbox"/> EXCEPTIONAL PUNCTUALITY NO TARDINESSES
REASON FOR ABSENCES	<input type="checkbox"/> WITHOUT GOOD REASON OFTEN ABSENT OR TARDY WITHOUT GOOD REASON	<input type="checkbox"/> SOMETIMES WITHOUT GOOD REASON OCCASIONALLY ABSENT OR TARDY WITHOUT GOOD REASON	<input checked="" type="checkbox"/> USUALLY GOOD REASON SELDOM ABSENT OR TARDY WITHOUT SUFFICIENT REASON	<input type="checkbox"/> ALWAYS GOOD REASON GOOD REASON FOR ANY ABSENCE OR TARDINESS
SUMMARY	<input type="checkbox"/> POOR DOES NOT FULLY MEET THE REQUIREMENTS IN PRESENT JOB. NEEDS IMPROVEMENT	<input type="checkbox"/> ACCEPTABLE AVERAGE PERFORMANCE. USUALLY COMPETENT	<input type="checkbox"/> GOOD MORE THAN SATISFACTORY FULFILLMENT OF JOB REQUIREMENTS	<input checked="" type="checkbox"/> OUTSTANDING EXCEPTIONAL PERFORMANCE. MORE THAN QUALIFIED FOR PRESENT POSITION
OVERALL EVALUATION				

Figure 8: Organizational outcome evaluation criteria

3.3.3 Finding and analysis from interview with PSOs

This chapter will discuss about the perspective of the PSOs about how they felt about the training program. The findings will establish that the training program is effective for them and they can work more efficiently after the field force training. For this chapter, I have interviewed seven PSO from different depot. The interview is given in appendix A. Firstly, this chapter will include the coding summary of the interview file which is given in appendix B. I generated these codes using NVivo software. Secondly, this chapter will detail about the factors for which I think the training program is effective. Finally, the section will conclude with some of the factors which the senior PSOs and ex PSOs think are disadvantage for the training program.

The PSOs found training effective

The effectiveness of a training program is significant when the trainees bear a positive feeling and attitude towards the training program. I have interviewed seven PSOs. Each of them shares the same feelings about the effectiveness of the field force training program. All of them think the training was really helpful for them. If the trainees are satisfied about any training program, the training program will be effective for them because they will be interested to learn (Fahed-Sreih, 2020). This thought is supported by PSO 1. He said,

‘The training has been definitely effective for me. Now I can do my job better and know what I am doing. I improved a lot. I gained so much confidence from the training. In this training the trainers not only teach us topics that are only related to job, they have taught us many things to improve ourselves in personal life. Overall, I am really happy with the training.’

According to Haywood & Michael (1992), confident workers can complete a task more effectively than the rest of the workers. PSO1 thinks the training was effective for him because it gave him confidence to do better in his workplace. PSO 5 also thinks that he gained a lot of confidence from the training program because he has the overall idea about what to do and how to do that perfectly. In the field force training program, the main objective is teaching the trainees about knowledge about medicine and sales techniques. According to PSO 3 & PSO 4, the training is effective because the training topics cover a lot of medicine and sales area which is the ultimate goal of the training program. Read & Kleiner (1996) supports this idea and said, most of the time if a training program is effective or not depends on the fulfilment of the training objective. PSO3 states,

'It was very effective for me because as I stated earlier, the training covered a lot of areas related to sales within this industry. I believe the topics were presented in an easy and understandable manner which helped me quickly grasp the concepts.'

PSO 4 also said similar thing. The basic knowledge he learnt from the training made the training effective for him.

'The training session is effective because it manages to teach lots of basic knowledge to a lot of unexperienced employees within a short time. I believe everyone has learned a lot about their job role at the end of the training session.'

The PSOs found the training necessary

Most of the time every training program is organized because of the performance gap or knowledge gap. As a result, the trainees should have the attitude that they lack something and the training program is necessary for them. If they have this mind set, they will be able to learn from the training program. On the other hand, if they think that the training is not necessary for them, they won't be able to learn anything. According to (Pont, 2003), if the employees realize that they need the training, it will be much more effective than if the organization thinks the employees need training. All employees lack different things from each other. So, the necessity of the training program also varies from each other. All of the PSOs that I interviewed had the necessity to go through the training. PSO 1 claims,

'I am from Bangla background. I didn't know anything about medical science. When I was in field, I felt many difficulties. After the training, now I know the basics and it helped me a lot. Without the training I couldn't learn this much just with experience.'

Though PSO 6 has a lot of marketing and sales experience, he doesn't have any pharmaceutical knowledge. The training was necessary for him because he wanted to learn about pharmaceuticals and medicine. He said,

'Even though I have a lot of experience being a salesperson, I had zero experience of working in this pharmaceutical field. I believe that my previous experience would not be enough to do my job properly in this sector. The training have me a way to connect my previous experiences to this industry which I believe has helped me more. So, I believe the training was very important for me.'

Wagonhurst (2002) said one of his research projects that, organizational training is the most suitable way of learn something new in a new workplace. The PSOs also think that the training is necessary for them as it is a new workplace for them and they need to learn many things about their new job and responsibilities.

They gained from the training

Every training takes place because the organization wants to teach the employees some particular things that they may not have learnt. Gaining knowledge or skills about the job is an important part of the training program. From the field force training, The PSOs had gained different kind of knowledge and skills. For example, PSO 1 have gained knowledge about medical science. He said,

'I didn't know anything about medical science. After the training, now I know the basics and it helped me a lot.'

He wasn't good at communicate with other people either. But in the training program they had to go through many group activities. As a result, he learnt how to communicate effectively. PSO 2 had gained the technical knowledge and pharmaceutical knowledge from the training. He states,

'I was confident at the beginning that I would be able to do this job without requiring this training. But when the training started, I understood immediately that there were so many things I didn't know about this industry. This training program built up my technical knowledge about the pharmaceuticals industry without which I will not be able to do my job at all.'

They developed their skills

The PSOs developed many other skills beside the pharmaceutical knowledge and marketing skills. The training is designed in a way so that the trainees can improve their interpersonal skills and job related every skill. PSO one said,

'I learnt how to communicate effectively. I am an introvert person and I couldn't communicate with another person effectively. While I was in the training program, I had to work in group and communicate properly. I also participated into some role-playing play so that I can learn how to communicate better.'

PSO 2 also developed his skills from the training. He said,

'I believe the training has improved my persuasion skills. I had very little practical experience before attending this training which is why I had a low persuasion skill. I always failed when trying to persuade someone. This training has shown me how can I practice it alone and develop this skill further.'

'My client engagement skill has improved because of this training. The training did a good job on focusing on the key points of client engagement which made it easier for me to understand the training materials' PSO 3 stated this in the interview.

3.3.4 Issues faced by the trainees

While I was taking the interview of Senior PSOs and ex PSOs, they brought up some issues which they encountered while they were having the training program. They think these issues might be work like disadvantage for the training program. Those are-

Covid-19 Issue

There are also some difficulties that the PSOs had encounter during the training program. Covid-19 had affected the whole world and stopped our normal life. Many organizations had to shut down where many tried to continue via online. The corona situation also effected the training program. Sr. PSO one for example, *stated,*

'I had my field force training in 2020 when covid started to spread. So, we had to go back from Dhaka and the training was online. For this reason, we missed many things. It was hard for me to understand everything in online classes. Now when I see recent batches and how they are learning face to face, I wish I could learn these in the beginning.'

Due to covid, for a longtime the training program was online and the trainees couldn't learn much as the training program is designed to learn from different fun activities and through group interactions. Senior PSO two also faced the same situation. He said,

'In our PSO training program, we learn sells technique and practice with each other. But due to covid we were not able to seat together and practice those things. As a result, a gap was created and many of us couldn't perform well. But luckily with time we learn how to communicate effectively and now we are doing good.'

The trainers also had to face some difficulties in the covid situation. Giving training online is really a difficult thing to do as the trainers can't get feedback from the trainees. The participation of the trainees also reduced during online training. Mr. Murad, deputy training manager of sales pharma division said,

'We trainers have to make sure if the trainees are understanding everything and they are able to learn from us. It's much easier to interact with them and understand their mind when we conduct the training face to face. There are many things that they can't learn from book and need practical knowledge to be good at them. It was hampered during covid and it was also hard for us to teach them. We couldn't understand if they are getting what we are saying and trying to teach.'

Training location issue

Another issue with the training program is, the trainees have to come from their region and join the training in Dhaka. This is sometimes inconvenient for them. Ex PSO one feels that if the training was placed in different region, it would be convenient for them. He said,

'I am from Rajshahi and I had to come dhak and join the training. As the training was mandatory, I had to come. but it was difficult for me to stay away from my family for a long time. Though I enjoyed the training a lot and learned many things from there, I still feel like if I could attend the training from my workplace, it would have been better. Many other trainees also think the same.'

Ex PSO two also said something similar but he had a different view in this topic. He pointed out why the training is located in Dhaka. He explained,

'Sometimes it is hard for us to join the training program. We also raised the question why they can't conduct the training program in different location. But if they want to conduct same training in different place, it will cost them a lot. I think it is a fun experience to join the training program in Dhaka. In my region I only knew 10-12 P.S.Os. But when we attended the training program in Dhaka, P.S.Os from other district also came and we had a really good time. We learnt About Each other's culture. It was really an exciting program. Even though I am not with Renata right now, I think the training program helped me a lot.'

Adjustment Issues

Some of the trainees may have faced the adjustment issue during the training program. As the training program is located in Dhaka, the trainees had to come here to join the program and they had to stay in Mirpur dorm. For many of them it is a new experience and they sometimes had issues with this. Ex PSO one said,

'I saw many of my colleagues in Renata was struggling with the new environment in the beginning. Sometimes this is hard to adjust in a new place with new people. But eventually with time they overcame the situation. It is normal for some people to react differently in new place.'

No further evaluation

In Renata limited, after six months of conducting the field force training, the trainees go through an evaluation where their DSM observe their progress and recommend them for confirmation. After that no further evaluation take place for them. Mr. Murad, deputy training manager of sales pharma division feels like this is a common problem with every organization in our country. He said,

'The main issue with every organization is they don't want to spend their time or resources for the employees. We Bengalis like to cut tree with dull axe. If we sharp the axe and then work with it, our job will be easy and we can do effectively. But we don't do this. If we try to find our employees performance gap, we have to also find the reason behind the performance gap. We need to evaluate them in a daily basis so that we can understand their problems and work with them. Someone might not do that much good because he forgot some topic or he is having other issues. If we want effective performance from them, we have to evaluate them in a daily basis.'

3.4 Summary and Conclusion

The field force training program is an essential part of Renata Limited. After their joining in the organization, the Professional Service Officers go through a training program where they are introduced to pharmaceuticals topic and selling skills. This training program helps the trainees to understand more about their job and their skills. As they don't have any pharmaceutical or medical

knowledge, this training is an essential for them. From this training they can learn about pharmaceutical industries, medical science, HR activities and marketing strategies. The trainees think this training program is effective because they are learning from this training and their skills and developing. I also think the training program is effective because the employees that I interviewed had a positive attitude about the training program. All of them said that the training program was really effective for them and necessary for them. They have developed a lot of skills from the training program like marketing skills, negotiation skills, communication skills and others. They also think the training program changed their attitude and way of thinking. They feel more confident about themselves and they are doing their job better and efficiently. Some of the employees had some issue with the training program which they think can be a disadvantage for the training program. Covid-19 issues, location issues, adjustment issue and no further evaluation are some of them. Every training program has some advantage and disadvantage. For the field force training program, the advantages are way more than the disadvantage. As a result, I think the training program was really effective and Renata Limited should continue this training program.

3.5 Recommendation

These are my recommendations for improving the training of Renata Limited.

- **Follow-up evaluation by factory HR twice a year:** After being done with the training, the PSOs are evaluate after six months for confirmation. There is no further evaluation for them. The factory HR should evaluate them regularly so that if there is any performance gap, they can find out if the performance gap is for lack of knowledge or the employee have any other issues. If the employees need some more training or they need the field force training again, the factory HR should let the sales pharma department to know and take necessary steps.
- **Online training program:** Joining the training in Dhaka can be a problem for some of the employees. Renata can conduct the training program online. Renata has 19 depots all over Bangladesh. The PSO can go to their nearest depot and join the program from there. As a result, it will be really cost cutting for Renata. The PSOs can create groups and do their group works as there will be other PSOs too. Renata can use resources like laptops and

projectors so that it will be more convenient for the PSOs. The factory HR can observe them and report to the trainers.

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Appendix A

Interview with PSO 1

1. How was the overall training program and what have you learnt from the training?

The training was really good. I have learnt a lot from the training program. I developed some medical science related knowledge and also interpersonal skills.

2. What kind of interpersonal skills have you learnt?

I learnt how to communicate effectively. I am an introvert person and I couldn't communicate with another person effectively. While I was in the training program, I had to work in group and communicate properly. I also participated into some role-playing play so that I can learn how to communicate better.

3. Do you think the training was necessary for you?

Yes, I am from Bangla background. I didn't know anything about medical science. When I was in field, I felt many difficulties. After the training, now I know the basics and it helped me a lot. Without the training I couldn't learn this much just with experience.

4. Do you think the training was effective for you?

The training has been definitely effective for me. Now I can do my job better and know what I am doing. I improved a lot. I gained so much confident from the training. In this training the trainers not only teach us topics that are only related to job, they have taught us many things to improve ourself in personal life. Overall, I am really happy with the training.

5. Do you have any recommendation about the training program?

Overall, I am happy with the training program. I don't exactly have any recommendation.

Interview with PSO 2

1. Can you explain how the training program has helped you to be better suited for your job?

I have completed my education from a marketing background. So, I already had a pretty good understanding of how marketing works. To tell the truth, I was confident at the beginning that I would be able to do this job without requiring this training. But when the training started, I understood immediately that there were so many things I didn't know about this industry. This training program built up my technical knowledge about the pharmaceuticals industry without which I will not be able to do my job at all.

2. After completing the training, which of your skills you believe has improved?

I believe the training has improved my persuasion skills. I had very little practical experience before attending this training which is why I had a low persuasion skill. I always failed when trying to persuade someone. This training has shown me how can I practice it alone and develop this skill further. The training

3. Do you think the training was necessary for you?

The training was very much necessary for me. I am a fresh graduate and have very little practical experience of being a salesman. This training helped me connect my sales skills with the real world. Because of this, I am certain this training was necessary for me.

4. Do you have any recommendation about the training program?

I believe the training program could be made more attractive by using gamification. There were certain parts of the training program which felt quite boring, and this made it harder to concentrate. Gamifying would encourage more participation from the trainees and make the program more memorable. Those certain boring parts of the program could be improved this way.

Interview with PSO 3

1. How was the overall training program and what have you learnt from the training?

The training program was very helpful for me. Before the training, I didn't know how to sell medicines. This training program has given me a glimpse on how sales work in this industry. Along with that, I found the overall environment of the training program very nice.

2. After completing the training, which of your skills you believe has improved?

My client engagement skill has improved because of this training. The training did a good job on focusing on the key points of client engagement which made it easier for me to understand the training materials.

3. Do you think the training was necessary for you?

Yes, the training was certainly necessary for me because it covered a lot of important topics related to sales in the pharmaceutical industry. Going in the field without this knowledge would have made my job a lot more difficult.

4. How effective the training session was according to you?

It was very effective for me because as I stated earlier, the training covered a lot of areas related to sales within this industry. I believe the topics were presented in an easy and understandable manner which helped me quickly grasp the concepts.

5. Do you have any recommendation about the training program?

I believe the training program should use more visualization to make the points clearer and make the presentation more attractive in general. This would help with retaining employee's attention during the training program.

Interview with PSO 4

1. How was the overall training program and what have you learnt from the training?

I believe it was organized and conducted properly. There are a lot of things which I have learned from this training program. One of the important things I learned was how to properly approach and convince the client to buy the organization's products.

2. What kind of interpersonal skills have you learnt?

I have learned negotiation skills from this training program which will be very useful for me. The training showed how to masterfully negotiate with the clients so that I can sell the maximum quantity of products.

3. Do you think the training was necessary for you?

I believe this training is not only necessary for me but also necessary for everyone who will be working in this job role. This training provides all the necessary basics a marketer would need to properly do his job which is why I view this training as a must.

4. How effective the training session was according to you?

The training session is effective because it manages to teach lots of basic knowledge to a lot of unexperienced employees within a short time. I believe everyone has learned a lot about their job role at the end of the training session.

5. Do you have any recommendation about the training program?

The training session was good. I don't think I have any recommendation.

Interview with PSO 5

1. Can you explain how the training program has helped you to be better suited for your job?

The training taught me a lot of valuable lessons which are a must for doing my job such as market knowledge, client engagement, negotiation skills, administrative task ect. The training has built a solid base of all of these things in me which I can develop myself now while performing my job responsibilities.

2. After completing the training, which of your skills you believe has improved?

After successfully completing the training, my client engagement and negotiation skills have improved, my market knowledge have expanded and my confidence level have increased.

3. Do you think the training was necessary for you?

Absolutely. The training session played a vital role in building my confidence and making me prepared for my job responsibilities. Without it, I surely would have a lot of trouble fitting into this new job role. Because of this I believe the training was essential for me.

4. How effective the training session was according to you?

The training section was super effective for me as it has instilled a lot of confidence in me. Without the training program, I would have to enter this new job blindly as I have never marketed products for the pharmaceuticals industry. Now, I can confidently start my new job as I have a general idea how the job would be and how can I perform it successfully.

5. Do you have any recommendation about the training program?

I do not have any recommendation as I have found the training program quite effective and it has been quite useful for me.

Interview with PSO 6

1. How was the overall training program and what have you learnt from the training?

I found the training program to be very useful for me as I am changing my industry. I have a lot of sales experience but very little knowledge about medicines. This training program did fantastically in training me how to conduct sales meetings in this industry. Now, I believe I will be able to successfully convince a client to buy my products.

2. After completing the training, which of your skills you believe has improved?

This training has taught me new ways I can communicate with the clients and make them feel comfortable. It enabled me to develop my communication skill more so that I can get clients to trust me more.

3. Do you think the training was necessary for you?

Even though I have a lot of experience being a salesperson, I had zero experience of working in this pharmaceutical field. I believe that my previous experience would not be

enough to do my job properly in this sector. The training have me a way to connect my previous experiences to this industry which I believe has helped me more. So, I believe the training was very important for me.

4. How effective the training session was according to you?

Being new in this industry I had very little knowledge about this industry and was uncertain about this new job. But now I am very comfortable with my decision to join this job and am very comfortable with it. So, I can safely say that the training was very effective.

5. Do you have any recommendation about the training program?

I don't think the training can get better than this so I have no recommendation.

Interview with PSO 7

1. How was the overall training program and what have you learnt from the training?

I found the training program to be quite good but a little bit boring at times. But I have learnt a lot of things about sales and the industry and interpersonal skills. So, overall the training program was good.

2. What kind of interpersonal skills have you learnt?

I have learnt how to be more approachable and have a nice attitude so that I do not make the clients uncomfortable. I learned about how I can build a business relationship with the client and how to successfully manage it.

3. Do you think the training was necessary for you?

There is no doubt that I needed this training program. There are a lot of things that the training program taught me which I didn't know before but would need in the future. Starting as a new salesman, I lacked a lot of skills and knowledge which I believe the training program has taught me.

4. How effective the training session was according to you?

Very effective. The training program has set me up with the right knowledge and skills for overcoming all the challenges to come. I can say that with a confidence which I did not have before attending the training session. So, it is very easy to see that the training program was very competent.

5. Do you have any recommendation about the training program?

No, I don't have any recommendation. I was happy with the training.

Interview with senior PSO one

1. When you did your Field Force training program? How was the experience?

I had my field force training in 2020 when covid started to spread. So, we had to go back from Dhaka and the training was online. For this reason, we missed many things. It was hard for me to understand everything in online classes. Now when I see recent batches and how they are learning face to face, I wish I could learn these in the beginning.

2. How was your experience with the training program?

The experience was good. I have learned a lot from the training.

3. Do you have any recommendation about how to make the training better?

No, I don't have any. It was a good experience for me.

Interview with senior PSO two

1. Did you attend the field Force training Program online?

Yes. For covid-19 we were not able to join the training physically. So, we finished the training online.

2. Do you think it affected your learning?

In our PSO training program, we learn sales technique and practice with each other. But due to covid we were not able to seat together and practice those things. As a result, a gap was created and many of us couldn't perform well. But luckily with time we learn how to communicate effectively and now we are doing good.

3. So, how was your overall experience? Are you able to use your learning in your job?

My overall experience was good. I learnt a lot of things. The training was useful for everyone.

4. Do you have any recommendation about the training?

No, I don't have any recommendation. I think everyone enjoys the training.

Interview with Ex PSO one

1. While you were at Renata, did you enjoy your Training? Was it effective for you?

Yes, I enjoyed my training a lot and the training was really effective.

2. Do you have any recommendation about the training program?

I am from Rajshahi and I had to come dhak and join the training. As the training was mandatory, I had to come. but it was difficult for me to stay away from my family for a long time. Though I enjoyed the training a lot and learned many things from there, I still feel like if I could attend the training from my workplace, it would have been better. Many other trainees also think the same.

Interview with Ex PSO Two

1. Do you think the Field force training was effective for you while you were in Renata?

Yes, the training was effective.

2. Do you think for the location of the training you had any issue?

Sometimes it is hard for us to join the training program. We also raised the question why they can't conduct the training program in different location. But if they want to conduct same training in different place, it will cost them a lot. I think it is a fun experience to join the training program in Dhaka. In my region I only knew 10-12 P.S.Os. But when we attended the training program in Dhaka, P.S.Os from other district also came and we had a really good time. We learnt About Each other's culture. It was really an exciting program. Even though I am not with Renata right now, I think the training program helped me a lot.

Interview with Mr. Murad, Deputy Manager of sales pharma department

1. Why do you think the training is important?

Suppose, suddenly you are asked if you can eat an elephant. The first thought the participants will have, how this is possible to eat an elephant as it is too big. But the catch is there are no time line given, but people will not think about this. They will just focus on the problem which is the amount of meat we consume in our life. We lock our thinking. We have to break the lock. The trainings help them to think about their personal life in a different way. That is why the trainings are important. We talk about problems but there are no actual problems. Problem means we don't have the thinking capacity to find a solution to a situation. Problems are just mental barriers. We have to design the problem, breakdown the problem. How to find a solution to the problem step by step. In the Field force training program, we teach the trainees how to do critical thinking. That is why the training is so important.

2. What do you think is the most important factor for making the training effective?

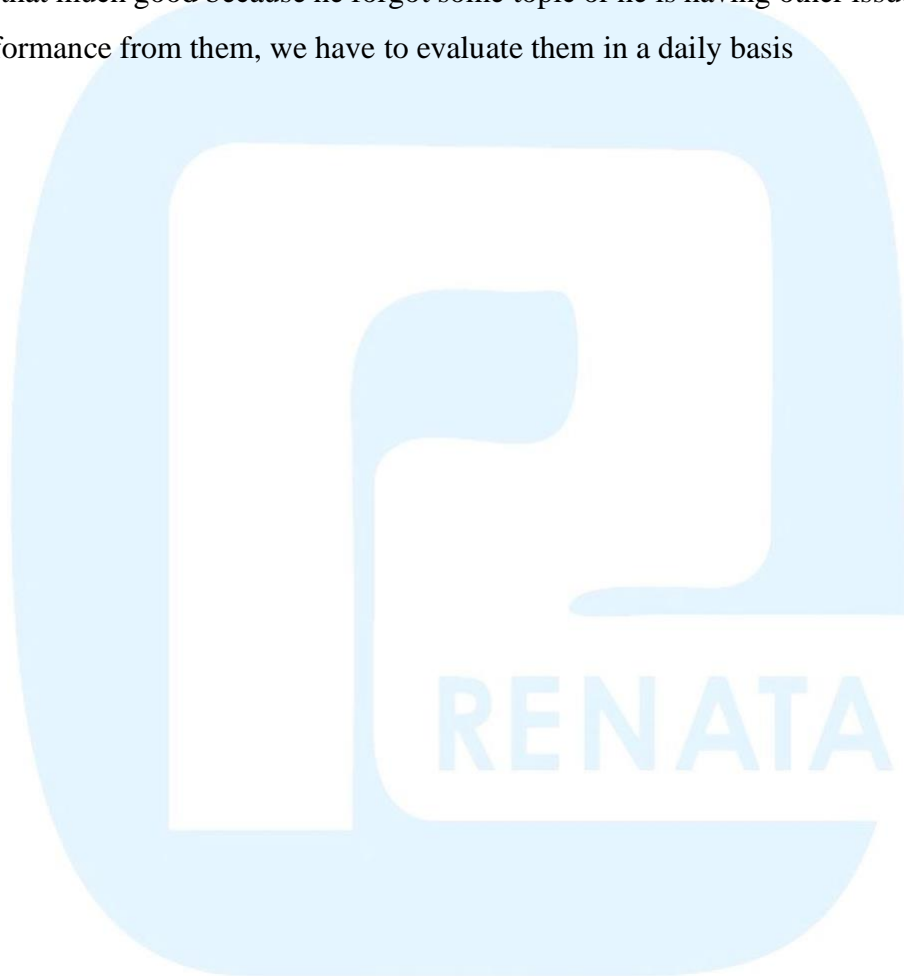
One thing that is most important for conducting the training is the presentation skill of the trainer, how he communicates with the participants, how he is balancing the mental frequency and whether he is delivering the lectures at an understanding level of the participants. If he doesn't understand the knowledge level and capacity level of the trainees, the trainees will not understand the topics. It doesn't matter how smartly and professionally the trainer delivers his lecture, if the participants are unable to understand the training content, the training won't be effective. The main skills depend on whether the trainees are understanding him or not.

3. Did the trainers faced any issues while conducting the training?

We trainers have to make sure if the trainees are understanding everything and they are able to learn from us. It's much easier to interact with them and understand their mind when we conduct the training face to face. There are many things that they can't learn from book and need practical knowledge to be good at them. It was hampered during covid and it was also hard for us to teach them. We couldn't understand if they are getting what we are saying and trying to teach.

4. What you think are the other issues about field force training?

The main issue with every organization is they don't want to spend their time or resources for the employees. We Bengalis like to cut tree with dull axe. If we sharp the axe and then work with it, our job will be easy and we can do effectively. But we don't do this. If we try to find our employees performance gap, we have to also find the reason behind the performance gap. We need to evaluate them in a daily basis so that we can understand their problems and work with them. Someone might not do that much good because he forgot some topic or he is having other issues. If we want effective performance from them, we have to evaluate them in a daily basis



Coding Summary by Code

Renata Training Interview

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		The training h				2022 AM
		It was very eff				2022 AM
		The training session is effective because it manages to teach lots of basic knowledge to a lot of inexperienced employees within a short time.			3	TKS 8/11/2022 12:24 AM
		The training section was super effective for me as it has instilled a lot of confidence in me.			4	TKS 8/11/2022 12:28 AM
		So, I can safely say that the training was very effective.			5	TKS 8/11/2022 12:31 AM
		Very effective.			6	TKS 8/11/2022 1:01 AM
		So, it is very easy to see that the training program was very competent.			7	TKS 8/11/2022 1:04 AM

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2 TKS 8/11/2022 12:10 AM

The training was very much necessary for me.



3 TKS 2022 AM

Yes, the traini

4 TKS 8/11/2022 12:24 AM

I believe this training is not only necessary for me but also necessary for everyone who will be working in this job role.

5 TKS 8/11/2022 12:28 AM

Absolutely. The training session played a vital role in building my confidence and making me prepared for my job responsibilities.

6 TKS 8/11/2022 12:30 AM

So, I believe the training was very important for me.

7 TKS 8/11/2022 12:54 AM

There is no doubt that I needed this training program.

Codes\\Gained from training

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Files\\Renata Limited PSO

No	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
	0.0469	8	1	TKS	8/5/2022 11:03 PM
medical science related knowledge					
			2		2022 10:54
how to comm					

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Page 2 of 5

8/18/2022 8:50 PM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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			3	TKS	8/5/2022 11:06 PM
I gained so mu					
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This training i					
			5	TKS	8/11/2022 12:24 AM
I have learned negotiation skills from this training program					
			6	TKS	8/11/2022 12:27 AM
market knowledge, client engagement, negotiation skills, administrative task etc.					
			7	TKS	8/11/2022 12:34 AM
I have learnt a lot of things about sales and the industry and interpersonal skills.					
			8	TKS	8/11/2022 12:51 AM
I learned about how I can build a business relationship with the client and how to Successfully manage it.					

Codes\\General Feedback

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1 TKS 8/5/2022 10:53 PM

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Page 3 of 5

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I found the training program to be quite good but a little bit boring at times.

Codes\\Inexperienced Person

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1 TKS 8/5/2022 10:57 PM

I am from Bangla background

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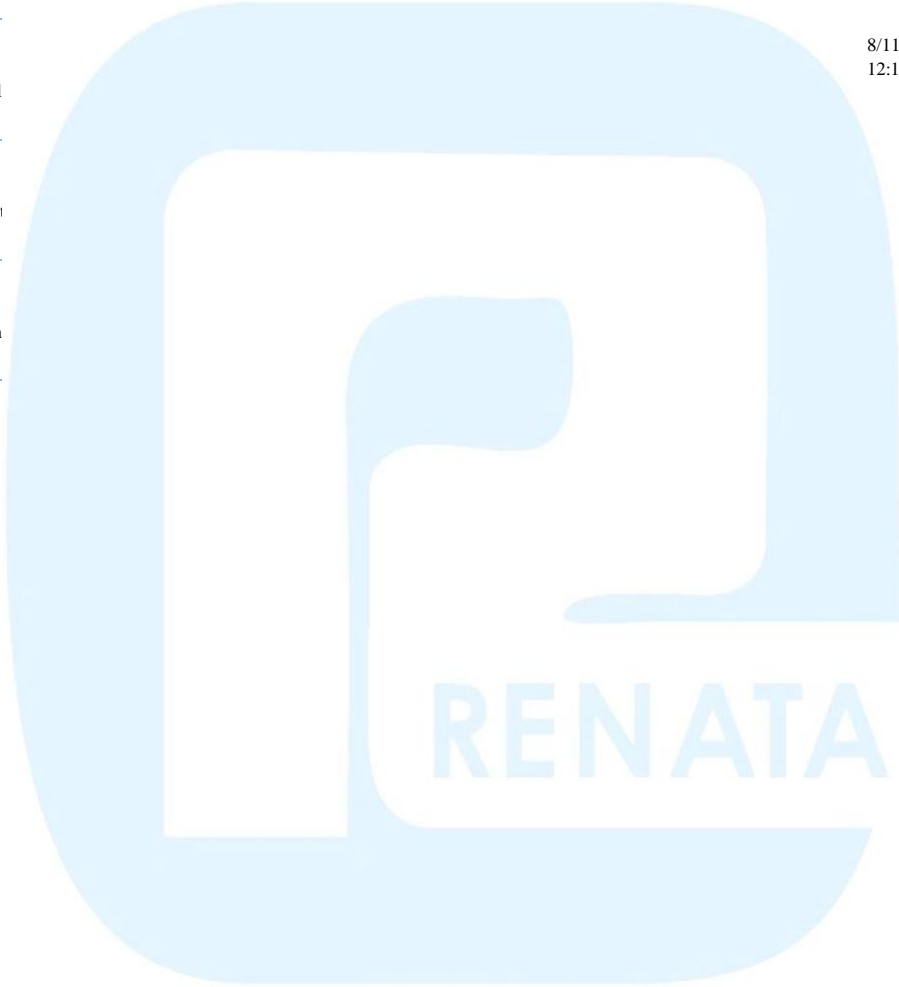
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Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Those parts can be covered with more pictures or visualization so that they can keep the trainees' interest high all the way through.

Codes\\Skills Developed

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			5 TKS 8/11/2022 12:29 AM
It enabled me to develop my communication skill more			

