



INTERNSHIP REPORT ON

The Impact of Training and Development
On
Employee Improvement



**The Impact Of Training & Development On
Employee Improvement of Square Pharmaceuticals
Limited.**

SUBMITTED BY:

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SUBMITTED TO:

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Letter of Transmittal

July 25, 2017

To

Dr. Khan MD Raziuddin Toufique

Assistant Professor

BRAC Business School

BRAC University.

Subject: Submission of Internship report on the completion of BUS400.

Dear Sir,

For every final year student, BRAC Business School provides opportunity to do an internship in a reputed business organization and to submit a report about their 3 months'' of work experience in that organization for the purpose of the completion of their graduation. The following internship report has been completed keeping BRAC Business School's BBA program requirements in mind. With due respect, I am submitting my internship report on "The Impact of Training and Development on Employee Improvement of Square Pharmaceuticals Limited" which has been prepared in order to meet the desired conditions of BUS400 course. Square Pharmaceuticals Limited offers a 3month long internship program. The environment inside the Square Pharmaceuticals Limited has helped me to acquire various aspects of real life HR practices, have gathered different knowledge and skills with a good network of people. By working here, I have gained the insight about hoe an HR impacts a company's productivity and how a pharmaceutical company operates its functions. While making the report, I tried to strictly maintain the guidelines from BRAC University and use genuine contents to support my report. I believe that my report will at least give you a brief picture about the works, knowledge and responsibilities that I have done and gained in Square Pharmaceuticals Ltd. so far as an intern and the valuable experiences that have added to my acquaintance as a BBA graduate.

Yours Sincerely,

Anamika Barua

ID: 13104115

BRAC Business School.

Acknowledgement

At the outset, I would firstly express my deepest respect to God for His blessings to help me reach this far and for giving me the prospect to work in the leading Pharmaceuticals in Bangladesh. I would like to convey my heartfelt gratitude to each and every single person who has managed time to assist me in the preparation of this internship report. I wish to thank them for their care, assistance, supervision and confidence in my every step.

I would also like to show my heartiest gratitude towards Mr. Khan MD Raziuddin Toufique Sir, Assistant Professor, BRAC Business School, for his constant support, inspiration and guidance during the period. This report has been prepared and presented to him for the consideration of assessment and final evaluation for BUS400 course. I want to express my indebtedness to Mr. Shahidul Alam, Manager, Human Resource Department, Corporate Head Quarter.

I am grateful to the Learning and Development Team for their in-depth knowledge, which has helped me to prepare myself as a professional and the report. Co-ordination from the Senior executive, Mr., Nurul Islam has helped me complete this report by using certain primary data, non-confidential data to support my report. His confidence in putting me to challenging tasks actually helped me for out-of-the-box thinking and motivated me by showing his thankfulness for all tasks successfully completed. I am extremely grateful to my department, my co-ordinator where I have worked. Simultaneously, I thank my co-team members of HR department who shared their own insights which have enriched my report and helped me to explore the fast changing business world.

To finish, my heartfelt admiration is towards BRAC University which has made me a Bachelor's Degree Holder in Business.

Executive Summary

For my internship program, I got the opportunity to be a part of one of the best HR teams of Bangladesh, The HR team of Square Pharmaceuticals Ltd.. I have explored to all the sectors possible in this short time span and made myself knowledgeable about the today's HR world and HR practices and how a conglomerate like SQUARE works. I am almost at the edge of end of this three months journey with SPL.

This paper basically focused on the impact of the training and development on the employee improvement of Square Pharmaceuticals Limited. Focusing on the HR and Training practices I have tried to measure the employee satisfaction and improvement level to the training initiatives taken by the organization's Learning and Development Team with a Qualitative research.

The paper's main focus was on the Corporate Head Quarter data and development programs for the Managerial and Non managerial employees that also to a higher rankings. This report is a fully perception and observation based paper where the employee themselves rated their efficiency level with each training program.

Starting with a brief company history, exploring the training initiatives and development programs of the organization, Learning and Development department's contribution and work ethics the paper is enriched with different prospects. Finally with a real life scenario or case study the evaluation process and the impact is tried to be measured with an observation and perception based research.

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1.0 Introduction

From 2nd May, 2017 I started my tenure with a deed of contract of 3months as an Intern at Square Pharmaceuticals Ltd. The recruitment procedure was held in mid of March, 2017 which involved a formal interview. As I had major both in Marketing and Human Resource Management, an Internship was offered after being selected in The Human Resource Department of Square Pharmaceuticals Limited at the Central Head Quarter (CHQ) of the organization.

In this report, I have tried to depict my internship journey with every aspect. I have tried to demonstrate how HR department actually works as a “powerhouse” in an organization and how I have gained corporate ethics, culture and new insights about the importance and effect of learning and development in an organization’s employee performance. I also tried to include my learning here through demonstrating different parts and how I performed and did diversified works in Square Pharmaceuticals Ltd.

Chapter Two

THE ORGANIZATIONAL PROFILE



2.0 The Organization Profile

2.1. BEGINNING OF SQUARE GROUP

In 1947, a pharmacist who used to manufacture anti-malaria medicine migrated in India selling his pharmacy to a random person. That buyer later started a pharmaceutical company based on that pharmacy named “Edruk”. Then an enthusiastic individual observed the whole scenario and thought “If he can establish a pharmaceutical company from a small medicine factory, why not me?”¹. This was the start of a new era of medicine history along with a pioneer of a career institute with diversifications in every industry possible to hop on and the name of this institute is SQUARE GROUP which was initiated by the man of intelligence Mr Samson H. Chowdhury.

Sir Samson H Chowdhury along with his doctor friend Mr Kazi Harunar Rashid first started a small chemist shop in Atiakula, Pabna where Doctor Rashid used to sit in “Hat-Days”. Then in 1956 with the agreeing of Mr Rashid, Sir Samson contacted another two of his friends named Dr PK Saha and Radha Binod Roy and these four were the pioneers to start a pharmaceutical company in partnership naming SQUARE. With 17,000 taka as capital in 1958, SQUARE started their journeys in a small tin-shed house at Pabna with 12 workers, manufacturing “*Eastern syrup*”, a blood purifier (Biography of Samson H Chowdhury). This journey today resulted being one of the top conglomerates, having more than 40 companies to which it is exporting overseas.

SQUARE is an organization that comes with equal emphasis on People, Leadership, Technology, Quality and Passion, according to the organizational & employee perspective. Today it just not symbolises a name but signifies a state of mind. From the inception of 1958, it has flourished into one of the top conglomerates in Bangladesh with diversified steps in various sectors. In a career span of more than four and a half decades it has established itself as a developer of local business in fields as diverse as Pharmaceuticals, Toiletries, Garments, Textile, Information Technology. Media and Communications, Health products, Food and Beverages, Hospital, Security services, financial institutes, Educational institutes etc. SQUARE Group being the True Icon of the Bangladesh Business sector has a workforce

¹ (Biography of Samson H Chowdhury)

about 49,938.² It is now soon going to be a Global player entering in the multinational market by extending its hands in Africa very soon (Express, 2017).

2.2. CORPORATE HISTORY

Square Pharmaceuticals Limited is the flagship company of SQUARE Group. This the leading and the largest pharmaceutical company of the pharmaceutical industry of Bangladesh founded in 1958 as a Private firm. It went public in 1991 and is currently listed on the Dhaka Stock exchange with a gross profit rate of 25.89% which is about BDT 17,407 Million (Annual Report of Square Pharmaceuticals Ltd, 2015-2016). Being one of the big contributors with 43.87% towards National Exchequers, it has gained the largest market share as well as holding the 1st position in the pharmaceuticals industry since 1985.

The timeline shows the key highlights of the growth history of Square Pharmaceuticals Ltd:-

Table 1: The timeline of the growth history of Square Pharmaceuticals Ltd.

Year	Event
1958	Year Of Establishment
1964	Incorporated as a Private Limited Company
1974	Technical collaboration with Janssen Pharmaceuticals Ltd
1985	Market Leadership among all in the Pharmaceuticals Industry
1987	Pioneered in Pharmaceuticals Export
1991	Converted to Public Limited Company
1994	Initial Public Offer of ordinary shares
1995	⇒ Enlisted in the Dhaka & Chittagong Stock Exchange ⇒ Chemical Division starts with APA Products.
1997	Won the National Export Trophy for exporting pharmaceuticals.
2001	US FDA standard pharmaceuticals factory goes into operation.
2002	Enlisted as UNICEF's Global Suppliers.
2007	Dhaka unit gets UK MHRA approval.
2009	Starts Manufacturing of insulin, hormone & steroid products maintaining US FDA, UK MHRA standards complying with the cGMP of WHO.
2012	Dhaka Unit gets the Therapeutic Goods Administration
2015	Awarded with "AAA", "ST-1" ratings.

(Annual Report of Square Pharmaceuticals Ltd, 2015-2016)

² (SQUARE PHARMACEUTICALS LIMITED BANGLADESH, n.d.)

Square Pharmaceuticals Ltd is one of the largest exporters in Pharmaceuticals industry that covers 38 countries worldwide with 4.06% growth rate in the market (*Annual Report of Square Pharmaceuticals Ltd, 2015-2016*). It has two production units, one is Dhaka Unit and another one is Pabna unit. Square Pharmaceuticals consists of 655 pharmacy, 63 Agro vet, 25 Pesticide and 8 basic chemicals with a Sales growth of 15.16% in the pharmaceuticals industry. With a Net turnover of BDT 36,033 million Square Pharmaceuticals is being the outstanding leading icon of the existing Pharmaceuticals Industry of Bangladesh.

2.3. LOGO EVALUATION:

The Logo of Square itself defines the base of excellence itself and how blissfully it is thought to be the face of this organization.



Firstly, the colours of the logo represent the colours of our nation, patriotism and national flag, Green and Red.

Secondly, if we look at the logo then we can see there are little square boxes creating a box full of squares itself. According to the founders they were four friends to start this company so the logo and name was initially square shaped representing four friends and the name as well as given "SQUARE". But in Sir Mr Samson H Chowdhury's perception, Square means perfection and that is why the logo is created as box of squares which represent the perfection in all sectors of SQUARE Group with no compromise. This was the thinking behind this unique logo that defined and proved itself in every sphere of events as Perfect.

2.4. VISION, MISSION, OBJECTIVES AND CORPORATE FOCUS:

Vision:

Square Pharmaceuticals thrives with the Vision that views business as a means to the material and social well-being of the investors, employees and the society at large, leading to accretion of wealth through financial and moral gains as a part of the process of the human civilization

Mission:

The main mission of square pharmaceuticals ltd is to produce and provide quality, innovation in healthcare relief for people, to maintain strict ethical standard in business operation also ensures the benefit to the stakeholders, shareholders as well as society at large.

Objectives:

The key objectives of SPL are to conduct transparent business within legal frame based on the market mechanism with an aim to attain the reflection of the mission through the vision.

Corporate Focus:

SPL's main focus is to emphasize on the standards of products and services as well as growth rate of the company with the vision, mission and objectives and good governing practices.

2.5. BUSINESS PRINCIPLES:

Square Pharmaceuticals follows the Ten Principles of Global Compact (UN), in terms of their business practices. They ensure compliance to all the laws and rules of regulatory affairs are never compromised. They ensure every right towards employee and higher standards are maintained solemnly in the organization.³

➤ **Human Rights:**

Business should support and respect the protection of internationally proclaimed human rights within their spheres of influence. Due to this, it is mandatory that no employee or customers, dealers or anyone affiliated with Square are complicit in human rights abuses.

➤ **Environment:**

Square Pharmaceuticals believes that Business should support a precautionary approach to every environmental change and act accordingly to encourage developmental approach to the environment and use friendly technologies to preserve it.

➤ **Labour and Ethical Standards:**

- ⇒ Square Pharmaceuticals strictly prohibits Child Labour. They believe to uphold the freedom of association and the effective recognition to uphold the collective bargaining as well as equality in respect of gender, class, employment and occupations.
- ⇒ Being against to any sort of extortion and bribery SPL works against corruption with transparent business practice.

Above all, Square Strives for:-

- ⇒ Top quality healthcare at the least cost reaching the lowest rungs of the economic scale in society.
- ⇒ Best compensation policies to the employees who are the constitutor of the management strength through a pay-package composing salary/wages, allowances, bonus, profit participation, leave salary and superannuation & retirement benefits.

³ All the information of this part is taken from (Annual Report of Square Pharmaceuticals Ltd, 2015-2016).

- ⇒ Ensures highest returns to the shareholders as well as expects utmost co-operation of the business partners, creditors, debtors and financial institutions.
- ⇒ Being a responsible citizen, it stands against all malpractices that can be harmful for society and fulfils responsibility to the government by paying taxes, duties.

These are the Business Principles that makes Square Pharmaceuticals as well as SQUARE Group extraordinary from the other existing ones to uphold the flag of its higher morals with quality products.

2.6. SQUARE Concerns

Square Herbal and Nutraceuticals Ltd:



Square Hospitals Ltd.:



Square Textiles Ltd:



Square Toiletries Ltd:



Square Informatix Ltd:



Maasranga Productions Ltd:



Maasranga Communications Ltd:



Sabazpur Tea Company Ltd:



Square Fashions Ltd:



MediaCom Ltd:



Aegis Security Services Ltd:



2.7. SPL'S OPERATING DEPARTMENTS:

Being the leading market shareholder in pharmaceutical industry and one the best conglomerates in the country, SPL comprises of various departments. Some of them are “cross-functional” due to operational requirements. The operating number of departments of SPL shows the amount of hard work they have to do and the complexity the SPL management as well as HRD has to go through to make the company work in sync.

The operating departments of SPL are highlighted below:

- ❖ Human Resources Department
- ❖ Product Management Department (PMD)
- ❖ Sales Department
- ❖ Medical Services Department (MSD)
- ❖ Accounts & finance Department
- ❖ General Service Department (GSD)
- ❖ Information Technology (IT) Department
- ❖ International Marketing Department
- ❖ Technical Service Department (TSD)
- ❖ Distribution Department
- ❖ Share & Corporate Affairs
- ❖ Supply Chain Management
- ❖ Quality Assurance
- ❖ Engineering
- ❖ Production
- ❖ Product Development & Validation
- ❖ Internal Audit
- ❖ Quality Management & Audit
- ❖ Market Research & Planning Cell

2.8. THE HRD DEPARTMENT OF SPL:

SQUARE Pharmaceuticals Ltd., with its progressive business perception, believes and practices corporate work culture with a classic blend of efficiency and equity. SPL believes in company growth by increasing efficiency level of employees and for that offering excellent environment and logistics support for skill and knowledge increase. Employee productivity is always valued as a spontaneous contribution in SPL. The heart of this is the HRD of Square Pharmaceuticals. The Human Resource Department of Square practices very friendly HR practices that is transparent and works as the zenith of success for the company. All the development programs by the HR are centralized on the goal to increase the organizational productivity. From the recruiting process to placement, every procedure is done with utter transparency and pure justification. The departments that are working to sustain the productivity of SPL are:-

- ❖ Recruitment and Selection Wing
- ❖ Learning and Development Wing
- ❖ HRIS
- ❖ MPO Relations or Field Force Department
- ❖ Compensation and Benefits
- ❖ HR Operations
- ❖ Organization and Development wing

By ensuring a strong supporting role with effective HR policy The HR team of SPL is working tirelessly to take care of this organization and keep it as a “Family”.

2.9. Achievements:

Square Pharmaceuticals have always created benchmarks for other companies in many different aspects. Let us see some of the recent achievements:-

- ⇒ “National Environment Award 2017” for keeping Kaliakoir offices of Square in sound condition and shielding condition from contamination.
- ⇒ “Gold Trophy 2017” for accomplishment in trade in medication.
- ⇒ The sixth HSBC Export Excellent Award on 2016 for tremendous contribution to export industry.
- ⇒ Highest Tax paying corporate award (2013-2014).

3.0 Internship Journey:

I have accomplished my internship from the Square Pharmaceuticals Limited, the leading pharmaceutical company of Bangladesh. I consider myself lucky enough to work in the Corporate Head Quarter of Square group and with one of the efficient Human Resource Group of Pharmaceutical industry. Through this time period, I was able to explore the pharmaceutical industry in a close view as well as could gather knowledge about the HR practices of the pharmaceutical industry that make itself “The Powerhouse” of the organization.

The key responsibilities I was entitled to:

i. **Monitoring the DMS:**

The prime responsibility every intern is given in SPL is monitoring the Document Management System. Handling the personal files of the employees and upgrading them in the server is one of the prime duties we were assigned to in a daily basis.

ii. **Data entry:**

Another key responsibility was inputting data. In the Field Force wing and Training wing I had to upgrade the data various time serving various purposes.

iii. **Script checking:**

All the interns had to evaluate the scripts with the guideline of the department supervisor who was taking it. By checking them, we had a little knowledge how the question patterns are in terms of executive positions in various departments.

iv. **Excel sheet preparation:**

One of the key responsibilities which were very beneficial for my learning was preparing Excel sheets for various purposes. In these 3 months I got to learn more about MS Excel and acquired knowledge of new aspects of MS Excel works. We had to prepare Evaluation sheets, training feedback summary, Talent feedback summary, candidate profile summary and small data input works in Excel.

v. **Attending calls of the candidates:**

In Recruitment wing we were assigned to call the candidates to inform their results, interview session time etc. and also was entitled to take the calls and serve any queries they had related to SPL.

vi. **CV sorting:**

We learned the sorting procedures of the candidates for some executive positions in the different departments. In this procedure, we learned to identify the key determinants of a CV to be fit for a certain position and how it is done.

vii. **Inter-departmental works:**

In this time period, once I was assigned to prepare a questionnaire survey for a new promotional project. Through this opportunity, I learned how professionally a survey is designed in a pharmaceutical company.

viii. **Reporting to the Supervisor:**

I had to report every update to my supervisor about my report. I consider myself lucky enough as I got every assistant from my supervisors and seniors from the Learning and Development team for any query any time.

ix. **Examination hall duties:**

Sometimes we were assigned to help to monitor the candidates in examination halls.

x. **Entitled to help in any wing if needed:**

Me along with my co-interns were entitled to do any kind of works assigned by our colleagues or seniors of any wing at any time.

In these 3 months of period, I was guided and briefed every step of my learning very cordially by my seniors or colleagues. Lastly, I would like to say I had a great journey in SPL.

Chapter Four

Preface Of the Report

4.0. Preface of the report:

4.1. ORIGIN OF THE REPORT:

This report has been originated as the course requirement of the BBA internship program of BRAC Business School, BRAC University to help me earn the needed internship credits for completing BBA. Practical knowledge with theoretical background creates the perfect coordination to obtain the optimum zest of education. To prepare this report I had to put my 3 month long work experience assigning it in the context of the importance of the HR department of the today's pharmaceutical industry, more specifically Square Pharmaceuticals Ltd. Every internship program gives a student an experience of a real business world and makes them capable to deal with the real life situation in the workplace to launch their carrier.

As I was working in the HRD of Square Pharmaceuticals Ltd, I was assigned with the topic that is about the employee's effectiveness by the impact of the training and development in Square Pharmaceuticals Ltd. With a thorough exploration I have tried to find out how the employee are thinking they are improving by the training initiatives by their respective department as well as HR in SPL.

4.2. OBJECTIVE OF THE REPORT:

Primary objective:

The report is primarily made due to the requirement of the completion of the BBA internship program. The report was also made to identify the learning and development's importance in the HR department and the working process of them to provide the best training practices in the pharmaceutical industry.

Specific objective:

The specific objectives to make this report are:-

1. To know the overall training and development practices Of HRD in the Square Pharmaceuticals Ltd.
2. To find the training initiatives taken to the employees and how the individual program is designed.
3. To find out the evaluation procedures of SPL's employees.
4. If the trainings are having impact on the employee development or not.

4.3. PROBLEM STATEMENT:

In today's world, rapid transaction is taking place in the workplace and work habits. The motivating factors of the employees have changed sceptically and radically. Now only salary is not the core motivator, self-learning and development with good environment is also vital. In this report, it is tried to find out how HR department is influential in the Pharmaceutical industry and how the training and development factors affect the improvement of an employee to increase an individual's effectiveness in the organization.

4.4. METHODOLOGY:

Due to the company policy interns have very limited access to the core data of the company. Therefore to complete the report the following resources were undertaken:

Primary data:

In respect of primary data, through observations, word of mouth, discussion and briefing by the supervisors of different wings were received. Qualitative data were the base of this report basically. TNA forms, some of the official forms of different training were given to pursue the idea of the training manual of the organization which was also used as the first hand source of this report.

Secondary data:

Different journal articles, HR website of Square Pharmaceuticals Ltd, Annual reports from Square Library, research papers, organizational articles were the base sources of secondary data of this report.

Data Analysis:

This report is solely based on Qualitative data and perception based. The findings are done through observation of the feedback papers. The data are analysed through Liker scale and percentage format. The perceptions are evaluated in percentage format. Due to limited access to the quantitative data, the data are analysed fully on qualitative basis.

4.5. SCOPE AND LIMITATIONS:

Scope of the report:

Square Pharmaceuticals LTD is the leading pharmaceutical company with a vast range of products, facilities, services and departments. As an intern of the Corporate Head Quarter, I have got the opportunity to observe the norms and practices of SPL as well as got a few glimpses of the other departments. The report focuses mainly on the Human Resource Department of the company. By choosing this organization, it helped me a lot to gain some practical insights of the current HR practices as well as business world of today.

Limitations:

- Lack of access to the core data of the organization due to confidentiality.
- The report is accumulated basically on the word of mouth and qualitative data due to the constraint of survey and quantitative data.
- As the evaluation procedure is based on the employee perception mainly, the outcomes may be a bit biased.
- 3 months' period is less time to have a vast idea of the overall organization and work procedures.

Chapter Five

TRAINING AND DEVELOPMENT



5.0. Training and Development:

“Training and Development” make up a vital portion of the human resource development. Its ever important role in the wake of the progression of technology has resulted in ever increasing competition, rise in consumers’ expectations regarding quality and service and a succeeding need to lower costs. It has also become more important globally in order to prepare workers for new jobs.

Peter Drucker, a noted management author, said that the fastest growing industry would be ‘training and development’ as a result of replacement of industrial workers with the workers who have knowledge. For example- according to one estimate, in United States, technology is de-skilling 75 % of the population. This is as true for the developing nations as for those countries which are on the verge of development. In Japan for example, with the growing number of women joining conventionally male jobs, training is therefore required not only to share necessary job skills but also for preparing them for the physically demanding jobs. As a result those women are being trained in everything from sexual harassment policies to the necessary job skills.

5.1. THE PURPOSES AND THE NEED FOR TRAINING AND DEVELOPMENT

Training is a necessity for the individual development and advancement of the employee, which stimulates him to work for a definite organization apart from just monetary remuneration. In addition, training updates employees on the market trends, the change in the employment guidelines and other things.

The following are the two biggest factors that contribute to the increased need to training and development in organizations:

Change: The word change summarizes almost everything. It is one of the biggest factors that contribute to the need of training and development. There is in fact a direct relationship

between the two- change leads to the need for training and development and training and development leads to individual and organizational change, and the cycle goes on and on.

Development: It is again one of the solid reasons for training and development becoming all the more important. Money is not the sole motivator at work and this is especially very true for the 21st century. People who work with organizations seek more than just employment out of their work; they look at holistic development of self. Spirituality and self-awareness for example are gaining momentum world over. People seek happiness at jobs which may not be possible unless an individual is aware of the self. At ford, for example, an individual can enroll himself / herself in a course on ‘self-awareness’, which apparently seems unimportant to ones performance at work but contributes to the spiritual well-being of an individual which is all the more important.⁴

⁴ (Haines, 2015)

5.2. IMPORTANCE OF TRAINING AND DEVELOPMENT IN THE PHARMACEUTICAL INDUSTRY

Training and development is one of the key functions of Pharmaceuticals Industry. Most organizations such industry look at ‘training and development’ as an integral part of their human resource development activities. The turn of the century has seen increased focus on the same in organizations globally. Many organizations have mandated training hours per year for employees keeping in consideration the fact that technology is deskilling the employees at a very fast rate.

So what is training and development then? Training may be described as an endeavor aimed to improve or develop additional competency or skills in an employee on the job one currently holds in order to increase the performance or productivity.

Technically training involves change in attitude, skills or knowledge of a person with the resultant improvement in the behavior. For training to be effective it has to be a planned activity conducted after a thorough need analysis and target at certain competencies, most important it is to be conducted in a learning atmosphere.

For pharmaceutical manufacturers, the skill level of the people operating the machinery, as well as those in the support functions, are as important to the company’s success as the quality of its facilities or track record of accomplishments. If a manufacturing batch fails due to inadequate worker skill and is rejected by the customer, costs can be measured in lost production materials and time, delays for other customers while the batch is repeated, and, very likely, a tarnished reputation. More broadly, employees are more satisfied at work when companies invest in their development, while organizations that spend on training are more likely to generate higher profit margins and income per employee, among other financial measures, than those that do not. Investing in worker training is, therefore, crucial to the success of a company.

Training and development programs are fundamental to continuous improvement efforts, and training of employees should be regarded as a continuous process. Annual training should be planned to keep certain skills, such as proper documentation, top-of-mind, while periodic training in machine maintenance, for example, keeps processes running smoothly. In addition to formal staff training, methodologies like Lean Six Sigma are a means of promoting continuous improvement, especially at the managerial level.

5.3. LITERATURE REVIEW:

Square pharmaceutical is the leading pharmaceuticals company with a powerful combination of skills and resources to provide a platform for delivering strong growth in today's rapidly changing health care environment.

The company is very much involved and accountable for the health of the people of Bangladesh; since the produced medicines are the fundamental right of all human being. Therefore, pharmaceutical industry is different from other industries related to consumer centred businesses. The industry has a fundamental social responsibility towards the society and their users. It specifically depends on their target market- the society of Doctors who decide which medicine to prescribe.

Square Pharmaceuticals Ltd. has been successfully maintaining the first position in Bangladesh pharmaceuticals industry since 1985. Since its inception in 1958, Square Pharmaceuticals has been keen for achieving higher quality standards. It offers a very good working environment where the employees get enough opportunity to train up themselves and show their ability and efficiency. Company's communication channel is highly efficient; in addition, informal channel of communication is also very active. Many interdepartmental issues are solved in informal meetings, often over a cup of tea. Every member of Square Pharmaceuticals Ltd. feels like he or she is a member of the Square family. This family feeling is a big asset for this company. Most of the employees are dedicated and motivated to work. Since good performance is always highlighted and creative ideas welcomed people are eager to contribute their best. Square Pharmaceuticals Ltd. believes in honesty in every phase of business. The management promotes this idea that its workers, the employees are the main assets of their company and thus spends a great deal to improve their knowledge of the industry, work and technology. It has enabled the company to establish a firm good image all over the country. Consumers all over the country recognize Square as a quality company and an honest company. Yet again, the recent trend of globalization opened a new horizon of market outside the country, which requires more quality features in products and higher productivity. In order to gaining higher productivity and quality, Square Pharmaceuticals has been providing training to its employees. Thus, this report has tried its best enlighten whether there is any positive relationship between the training procedures and employee performance in Square Pharmaceuticals Ltd.

5.4. Training in SPL

Square Pharmaceutical's foundation is laid on the brick of reliance. The success of SPL has been gained with the maintenance of quality standards and to ensure it, high devotion to organization, country and humanity as well as commitment are the key factors. As the Employees say, "SQUARE is the name of Commitment". In Square Pharmaceuticals Ltd, no compromise is made in respect of health standards and employee satisfaction. These two key factors are ensured highly with sheer determination by the HR department of SPL.

Working tirelessly SQUARE'S HRD always looks forward to ensure continuous training process whether in-house, outside or overseas with solemn vow to uplift the higher standards of the organization. According to *Mahbuba Sultana (2013)*, Training is seen as a useful tool of copying the changes fostered by technological innovation, market competition, organizational structuring as well as to enhance employee performance.⁵ Good training eradicates frustration towards work and improves the work relations as well as raises loyalty and morality towards organization and SQUARE fully concentrates on that which lessens turnover rate frequently. Through Employee Development Programs (EDP) as well as Strategic Management Development Programs the HR department of SQUARE tends to develop the efficiency of the employees to create future leaders of SQUARE. A highly scientific Performance Management System is also used for the monitoring of the improvement, assess the employee needs to design the training programs, moreover performance evaluation and appraising the dedicated individuals time to time.

In today's business world, training is the strongest tool to shape the mechanism of the organization as well as to achieve the target productivity by creating a speciality for being the competitor with advantage. In Square Pharmaceuticals LTD, this shape maker is the "Learning and Development" wing of the Central Head Quarter Human Resource Department. With sheer hard work this wing is dedicating itself to increase employee efficiency through employee satisfaction and by building future opportunities of leadership among the individuals to sustain the standards of Square Group.

⁵ (Sultana, 2013)

5.5. Grouping Of Training Needs:

The training needs are assessed for vital reasons, for preparing them for the upcoming future roles to anticipate their duties more efficiently through a long term procedure. The grouping of training needs is defined on the basis of ranking of the employees as well as positions of them. There are two main group division in the SPL for whom the training needs are designed accordingly to their group; those are:-

Figure 1: The Groups of Training needs assessment

Top Management	Executive Level	Non-Management Level	For Students
<ul style="list-style-type: none"> •Strategic Development program •Plant Orientation Program 	<ul style="list-style-type: none"> •Buddy Program •Corporate Pathshala •EDP •Plant Orientation Program 	<ul style="list-style-type: none"> •IPDP 	<ul style="list-style-type: none"> •Internship Program for CHQ •IP

All the training programs are designed irrespective of the individual group necessity and importance.

5.6. Types of Programs conducted by the HRD and Learning & Development wing of Square Pharmaceuticals Limited

Employees are the assets of the organization and to make them productive HRD plays the vital role. Training and Development enables for the people to enhance their skills and keep them updated with recent changes (Sultana, 2013). In this aspect, SPL provides with both the on-the-job and off-the-job training along with theoretical as well as practical learning opportunities through a range of Local, Regional and International Training programs that comprises both bottom level as well as managerial levels. As mentioned earlier the training programs are designed on the basis of training needs assessment for the designated groups of employees differently. SPL has some common training programs for all employees and some designated programs for specific employees. Employee induction program is the first and

foremost among all the programs irrespective of their departments and units. Let us highlight the training programs of SPL conducted by the Learning and Development wing of Central Headquarter HR department:-

Employee induction program is the preliminary training program for the new employees. Employee induction program comprises the Orientation program.

The induction programs are demarcated below in aspect of their basis and employee group needs:-

❖ **Orientation:**

The first and foremost training program designed and mandatory for all the employees of all respective departments is the orientation program. Typically it is done for 2-4 consecutive days for the employees to make them aware of their company, the norms and values of Square, Code of Conduct, Company basic information, and basic functions of various departments of SQUARE group.

The induction program comprises orientation to the business units as well as departmental training programs that makes an employee efficient and knowledgeable of the company where about. The training programs are briefly highlighted below:-

SOP:

SOP denotes for Standard Operating Procedure. These training programs are the standard procedure modules for an effective and efficient operation of either a machine or a system so that every operator can run a machine safely and individually. Being the flag bearer for its good manufacturing practices in Bangladesh, SPL maintains a high standard of its products for which it is awarded with ISO90000. Every individual operating in factory in any level of operation, can only be permitted as eligible to operate a machine after the completion of his equipment's SOP certification course. Based on their job profiles SOP training is designed for them. Trainer and trainees profiles are routinely evaluated. It is a core part of Good Manufacturing practices.

cGMP training:

Good Manufacturing Practices are maintenance of certain manufacturing practices that conform the minimum confirm the minimum quality requirements of final products in a

particular industry. This training provides every employee the Manufacturing practices of SPL. Except these Safety and First aid trainings are also provided to the employees.

After the Employee Induction program, the training programs are divided in respect with the designated department and the group they belong to. All the development programs shown previously are highlighted below:-

- ❖ **Top Management Level:** The top management programs are designed only for the managers and above group of the organization. The basic program that is included here is called the Strategic Development Program.

Let us highlight it below:-

- Strategic Need Development Program:

Another type of training program is conducted for a specific group of People. This training program is specially designed to craft the new leaders of the organization as well as make ready the existing employees to be the future leaders. It is designed by the discussion and decision of the Top management and done for the top leaders as well to smoothen the path of ruling or being a leader.

- ❖ **Executive level:** Executives and Senior Executives are the main people for this program. The programs that are conducted here are-

- Buddy Program: Buddy program is a special kind of program that is crafted with a motive to make new employees familiar with the basic information of their organization more effortlessly as well as enhance their skills development. It is basically done for the Management employees. In this program, a Buddy is fixed with a newly appointed employee to answer all his/her queries and senior buddy helps the junior buddy (new employee) to adapt the cultural norms of the organization. As example, a new employee is needed to give a transport requisition for him/her but was not familiar with the procedures. In this circumstance, his/her buddy will help the individual showing them the procedures and authorised person whom they will have to report for it. The buddy program typically has a time period of 1month.
- Plant orientation Program: After the first orientation program in the Corporate Head Quarter, there is another orientation program on the respective departments of the newly joined ones as well as an orientation program is done in the plants of the SPL.

There are two Plants in SPL, one is called Kaliakoir plant or Dhaka Unit and another one is Pabna Unit. Typically a 15 days program is held in this orientation program to give the newly appoints a better view of their company standards. This is also held for the Top management people.

➤ Corporate Pathshala:

For any newly joined employee, the main concern seems to be how to adapt the new culture of the organization smoothly. In SPL also, after joining, each executive requires some basic skill and knowledge to perform their job. To ease this process, a comprehensive training program with a combination of multiple learning programs is introduced which is called “Corporate Pathshala”.

This program is basically an in-house learning program with an objective of developing professional attitude, behaviour as well as makes the new ones learning required knowledge to perform their jobs in a structured way. The program duration is 1 year from their starting dividing to 2 sessions.

In the first phase or first 6 months when they are in probationary period, programs are conducted same for all departments and units. The programs conducted in the 1st phase are- Professional Grooming and Business Etiquette, Positive Attitude, MS Excel, MS Outlook, Email Etiquette. In the second phase that is after the probation period and remaining 6 months, Skill development programs are held for different departments.

Corporate Pathshala is a very effective training initiative taken by Learning and Development wing of HR department of SPL for newly appointed Executives and the Senior Executives for establishing themselves adaptable in the new organization.

➤ EDP:

EDP, formerly known as Employee Development Programs are the training initiatives designed for all the Management employees. Whether Behavioural skill or Functional skill, both the skills are nurtured with sheer determination of all the employees in these programs so that they can build themselves as the future leaders of Leading Pharmaceuticals Company. This is the only program that is conducted through Training Needs Assessment. EDP programs are specially designed for the Executives and Senior Executives who are experience for 3-4 years in the organization. All the department heads determine which training should

be given to the respected department with mutual decision with the employees and then HR on the basis of the requisition designs the training programs for each department. This is considered as a major training program that contributes the most to the employee performances. In every 2 years the EDP sessions are held normally but if any sudden requirement of training arises then it can be conducted in an interval of one year with two phases and 6 months period. For the Higher ranked employees in Management group, it is called Management Development Program or MDP.

❖ **Non-management Level:**

For the non-management level IPDP program is basically designed for all the rankings in that group. It is designed such a way that all the employees of from bottom to higher ranking people of the Non-management group can easily understand. Let us shed a light to it:-

➤ IPDP:

IPDP or Individual Professional Development Program is the training initiatives that emerges a Non-Management employee prim and proper for his job, department and workplace. It is a non-need assessed regulatory program for all the Non-Management employees irrespective of the rankings, to cultivate the professional attributes and increase personal efficacy. It is designed in such a way so that from bottom employee to top all the employees can effortlessly take the learning. **As instance**, Team Management, Office etiquette etc. are the most important grooming sessions of IPDP. The time duration is similar as EDP.

❖ **Internship Program:**

Internship program is a year round program offering the newly graduates a work experience of 3 months both in the Corporate Head Quarters and in the Plant. In CHQ it is called the Internship program and in the Plant it is called the Internship Plant program.

5.7. Training Record keeping:

The training record is mainly kept in MS Excel format by the Learning and Development Department of the SPL. These records are highly secured and kept confidential with very limited access in a common server. Only the department personnel and in some cases the auditors from different regulatory representatives can see it in a printed form. The records of each training are kept in a date sequence and upgraded in that format as well. The record

consists of program type whether it is internal or external or whether it is MDP or IPDP. Then the organizing type is mentioned as in if it is organized internally or externally. The faculty profile is also an important element of the record keeping. Then the participant's name and ID, Material status and Attendance certificates are recorded as in if the formalities are done or not. Finally the evaluation is made on the basis of the certifications and a final status with the co-ordinator's profile is shown and this is the whole procedure of training record keeping in SPL. Training record serves as an effective tool in terms of determining an individuals' abilities, skills and technical know-how for future promotion roles and SPL surely believes it.

5.8. Training requisition, approval and authorization:

Training or learning is very crucial for the upcoming role playing of the organization and make the employees up for any challenge they may face. In SPL, the training programs are conducted through defining the future roles of the employees of the department that needs to be played. Let us observe the procedures of requisition, approval and authorization in Learning and Development wing:-

Training Requisition:

Every supervisor of all the departments is given a form from the Learning and Development wing of CHQ HRD for assessing the needs of the training programs for the respective department. The supervisor along with his team mates comes up with the mutual decision of what training programs are needed to be given to whom and the basis of this training requisition can be sudden urgency of a new technology or new form of business practice or else basing on the weaknesses of certain employees as well as nurturing the strong powers can also be the base of the requisition decision. After getting requisitions the L&D Wing determines some factors, as like-

- ⇒ The requisition of training given by a respective department is defining a future role of that department's employees and if it is job-related course.
- ⇒ It is solely given to upgrade the productivity rate of the employee individual and professional levels both.
- ⇒ The training that is requested, makes a sense to all.
- ⇒ If Good trainer can be managed with adequate and appropriate funding.

After the requisition seems logical and defines a future role it is considered for the next phase.

Training Approval:

Training approval is given after observing all the aspects of the requisitions. A proposal is made after the requisition seemed logical and venue, good trainer and place are managed for the employees. This proposal consists of all kinds of information regarding the training program, including the tentative budget, venue, trainer profile, objectives of the training and SPL's remark papers. After the budget is finalised then the approval is got from the GM sir of HRD.

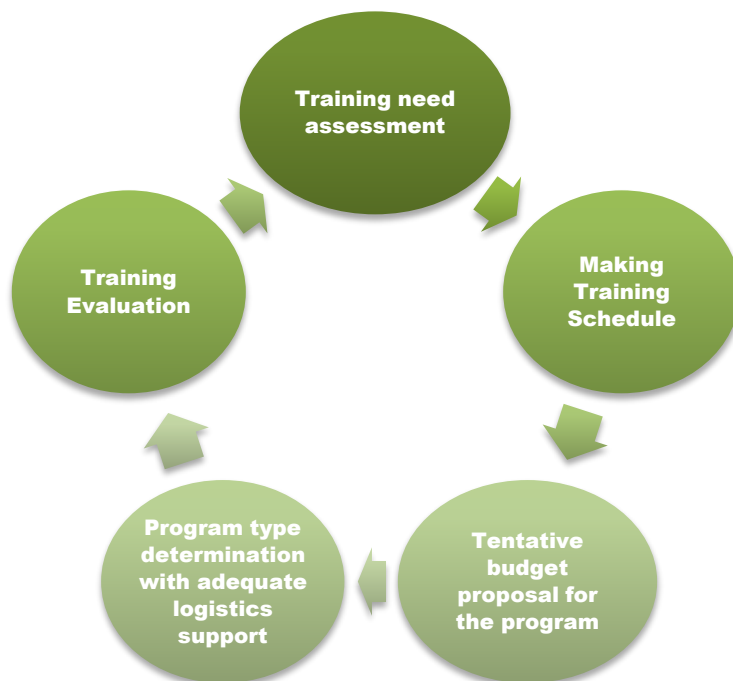
Training authorization:

After the payment process is decided and other pros and cons are solved as well, SPL determines which one should be done first and which are for later. With GM sir's sign the proposal gets approval anyway. Candidates are expected to give a good informative interview and with written test after the payment procedures are clear to the selected ones they can make themselves ready for the trainings after the authorization.

5.9. TRAINING CYCLE:

A training becomes successful when its blue print is well defined. The structure of every training is made by the Learning and Development department of SPL. The cycle of a training program is highlighted below:-

Figure 2: Training Cycle



Firstly the need is determined in every training program of SPL. Training need assessment is a vital part for the training cycle procedure. Then a training schedule is made with required trainings that have proven to have a future role. A training proposal with a tentative budget is proposed to the higher authority for approval and if the proposal is approved then materials for the training program is arranged with adequate logistics support to facilitate the program. A co-ordinator and faculty is assigned to carry the training program effectively. After the training completion every employee evaluates the training program, the trainer and his learning from it. With this a training cycle is completed.

5.10. TRAINING NEEDS ASSESSMENT:

Training Need Assessment is the vital part to determine the collection of data on both the current situations within the organization and its actual requirements. In this aspect SPL takes its first step to design its curriculum by determining the training needs. The HRD of SPL thinks it as a vital investment that impacts organizational development. They try to design a training program with efficiency in terms of budget and quality. Employee is the prime concern for them and to increase their productivity SPL never compromises. Trainees who need the training are determined via TNA forms that indicate their existing competencies, areas for improvement and the extent for improvement by the L&D department. After the requirement is given by the different departments of SPL, L&D determines if the requirement has a future role to serve or not and if so then they determine who will attend what training and when. This usually occurs at the beginning quarter of the year, so that the required trainings and budgets are determined and arranged (internally/externally) throughout the year.

The success of any training program depends on the perfect Training Need Assessment and perfect Training Need Assessment depends on the right answers of the following questions-

1. Identification of the right person who is in need of training?
2. Whether that person has the quality to acquire that knowledge, skill and aptitude which will be given/ impart in the training?
3. Whether the topic of the training will bring positive change in productivity?
4. Whether the training will help the incumbent to do that job in a more efficient way with less input.
5. Whether the supervisor has that right knowledge to find out the gap between expected/ required skill, knowledge and aptitude and existing knowledge skill and aptitude of the incumbent?

In this case SPL is determined to come up with all the possible solutions of these questions by doing TNA and designing the right training program for the right person.

5.11. TRAINING EVALUATION:

The training evaluation or feedback analysis in SPL is done by the “Kirkpatrick Model”. Kirkpatrick Model is a post training evaluation model developed by Dr. Donald Kirkpatrick in mid 50s. The model is highly influential and used worldwide by trainers and HR Professionals. It consists of a four level chain of efficient information which is used to evaluate the effectiveness of a training program. The chain is as follows:-

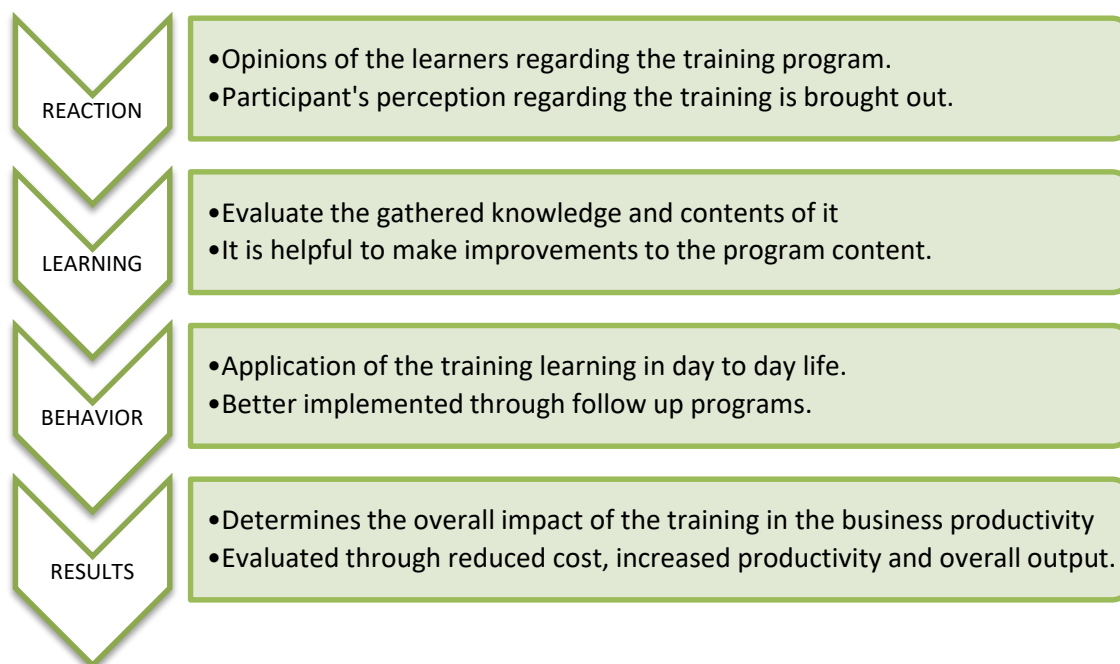


Figure 3: The Kirkpatrick Model

The following evaluation process is the optimum success factor of the L&D department.

Chapter Six

ANALYSIS ON LEARNING AND DEVELOPMENT DEPARTMENT



6.0. Analysis on Learning & Development department of the HRD of SPL

6.1. PRESENT STATUS OF THE LEARNING AND DEVELOPMENT

The Learning and Development wing is an essential part not just of the Human Resource Department of Square Pharmaceuticals Ltd, but also a vital part of SPL. Whether internal, external or overseas, every training initiative is designed and taken by them for the betterment of SPL. The hierarchy of Learning and Development wing of Corporate Headquarter, HRD goes like this:-

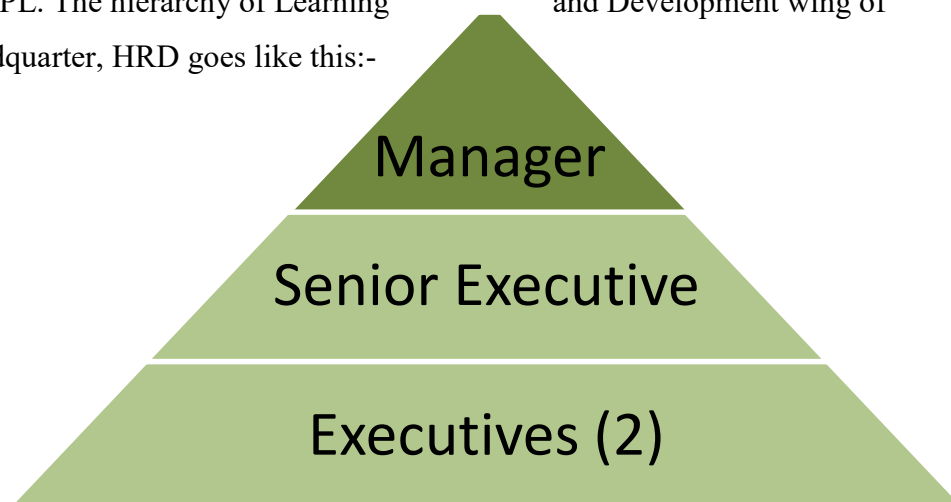


Figure 4: Hierarchy of the L&D wing (CHQ)

Learning and Development wing is currently dealing with the upcoming training initiatives for the newly joined members as well as new training initiatives of the new manufacturing requirements. To sustain the profitability of the Square Pharmaceuticals Limited, The Learning and Development wing of Corporate Head Quarter is working tirelessly. According to the members here, “Work always comes first”.

6.2. STUDY ON THE TRAINING INITIATIVES OF 2016-2017(PRESENT)

❖ Internal, External and Overseas Training Programs

According to Huselid 1995, Human Resource Management (HRM) practices of training and development enhance employee skills, knowledge and ability which in turn enhance task performance of individual and in the long run increases the organisational productivity (Ongori, 2011). Square has witnessed a continuous rise in training initiatives earlier and the impact of it is visible holding it place as the leading pharmaceutical company over a decade.

The training programs are categorized mainly as Internal, External and Overseas Programs. The training initiatives that were taken place in these criteria are as followed:-

Internal programs:

Name of the Programs	Participant Group
Sales Leadership Development Program	FFs
Excel for excellence	IPDP
MS Excel	MDP
MS Outlook	MDP
Positive attitude	MDP & IPDP
Professional Grooming and Business Etiquette	MDP & IPDP
Supervisory Skill	MDP& IPDP
Water system	MDP
Interest Based Negotiation and Joint Problem solving	MDP & IPDP
Business Writing and Email Etiquette	MDP
International Accounting Standard 34 (Interim Report)	MDP
Preparation for Quality Inspection	MDP
Fire Safety & First Aid	MDP
Nurturing Young Talent	MDP
Human Process Laboratory	MDP
Business Negotiation	MDP(EDP)
Time Management	MDP
Brand Management	MDP (EDP)
Self-Presentation and Email Communication	MDP
Intellectual Property Rights	MDP
Overview of Regulatory Functions of Bangladesh	MDP
Mercer's International Position Evaluation	MDP

Table 2: Internal Programs

External Programs:

Name of the Programs	Participant Group
Adopting Common Technical Document for the Registration of Medical Products	MDP
BEF- Performing HR-application of Best Practices	MDP
Disciplinary Action, Grievance Handling and Departmental Enquiry	MDP
Basic course on Photography	MDP
Radiation protection for radiation control officers (RCO) of industrial practices	MDP
Project Management: Computer based approach	MDP
Bangladesh Seminar 4th Sept 2016 Merck our commitment to Aseptic Filtration	MDP
Mastery of Self (MS) through Neuro-Linguistic Programming (NLP)	MDP
Time Management for Peak Performance	MDP & IPDP
Effective Export & Import Management	MDP
The Art of Negotiation: Less formal and more effective method of ADR	MDP
Mental Health First Aid (MHFA)	MDP
Training to HR Managers for Promoting Disability Inclusion in the Workplace	MDP
PwC IFRS workshop	MDP
Bangladesh Brand Forum Seminar 2017	MDP
Training on Alternative Dispute Resolution(ADR)	MDP(EDP)
CSR Reporting & Communication on progress	MDP
Brand Management	MDP (EDP)
Practical approaches on Employment and Labour Issues	MDP
Documentation of Loans and Advances	MDP, IPDP
Understanding L/C Procedures for Export & Import Operation	MDP
4th International D8- TTEN (Technology Transfer and Exchange Network) High Council Meeting	MDP

Table 3: External Programs

Overseas Program:

Name of Programs	Participant Group
Effective Marketing Communication(EMC)	MDP
Advance Sales Force Effectiveness(SFE-II)	MDP
ISPE Singapore Annual Conference 2016	MDP
2nd Edition of Unannounced Audits Workshop	MDP
Financial Risk Management and Leadership	MDP
IBM AIX Administration	MDP
Project Management	
6 th Annual Global Pharmaceuticals Regulatory Summit 2017	MDP
Reinventing How Technology Works for you	MDP

Table 4: Overseas Programs

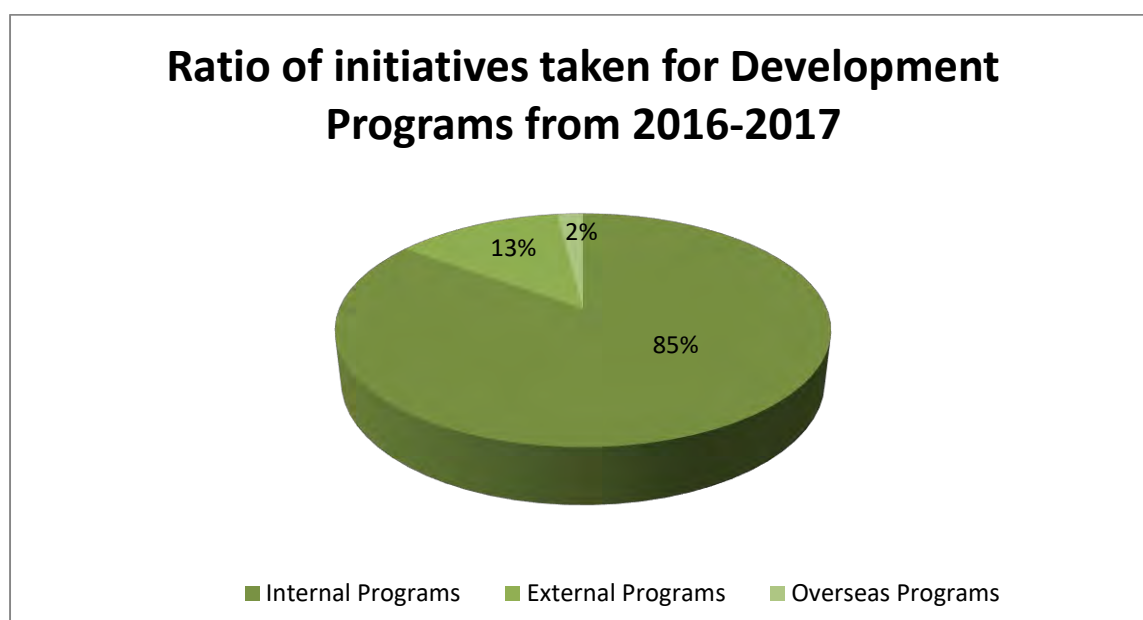


Figure 5: Ratio of Internal, External and Overseas program initiatives taken from 2016-2017

MDP, IPDP and FFs Trainings:

These following programs were designed for the MDP, IPDP and Field Forces Department. Let us observe the ratio of the initiatives taken for each group:-

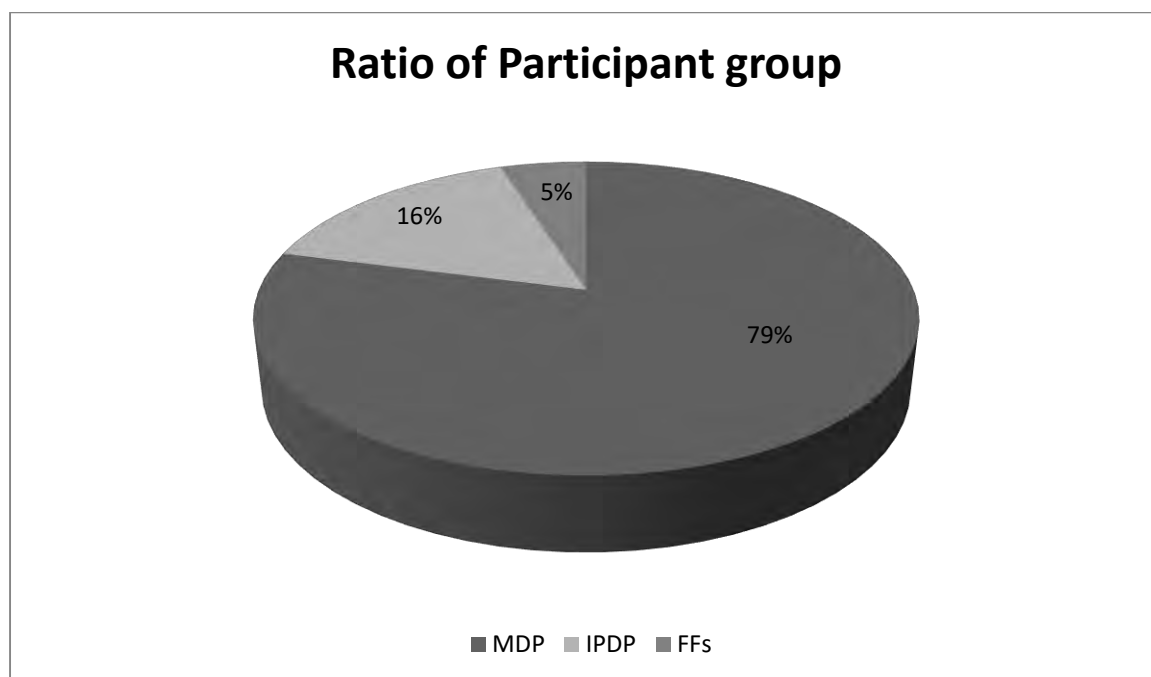


Figure 6: Ratio Of Participant group

Summary of MDP of 2016-2017:

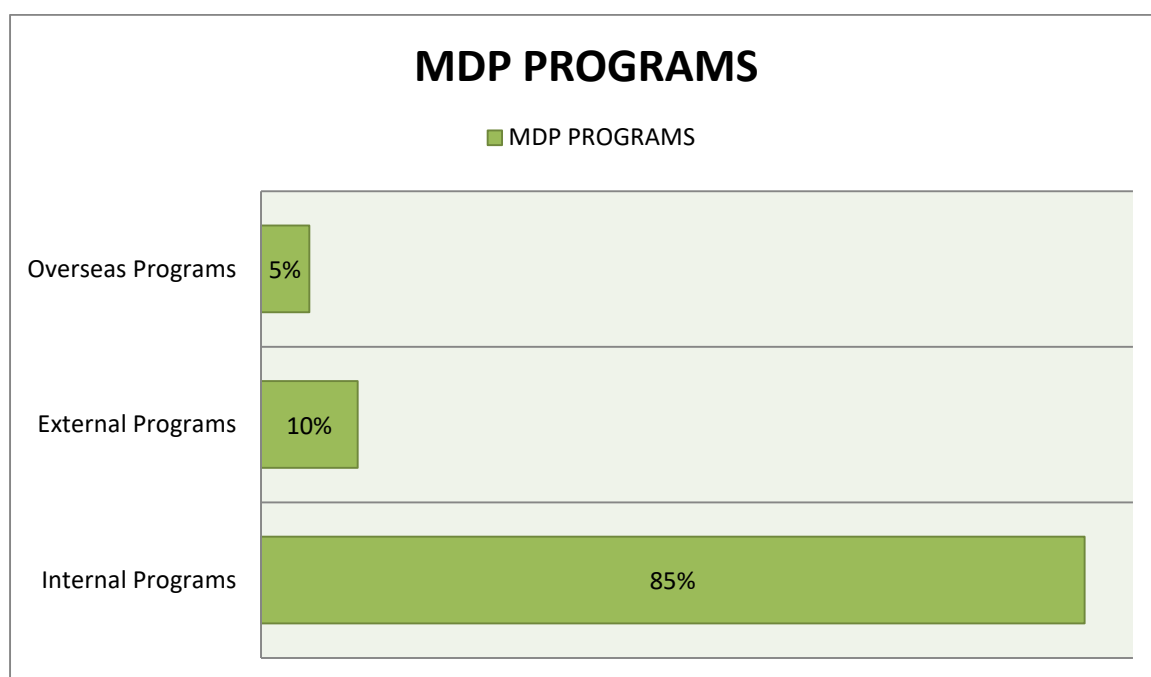


Figure 7: Ratio of MDP programs

Summary of IPDP of 2016-2017

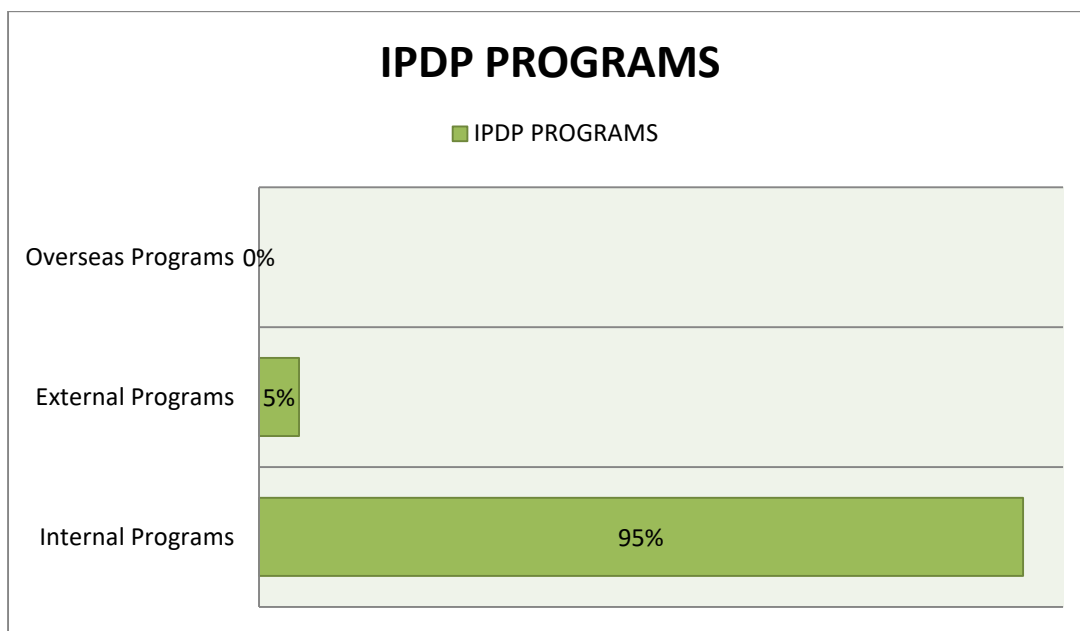


Figure 8: Ratio of IPDP Programs

Summary of FFs Training of 2016-2017



Figure 9: Summary of Field Forcing Training Programs

Location based Training Programs held on 2016-2017

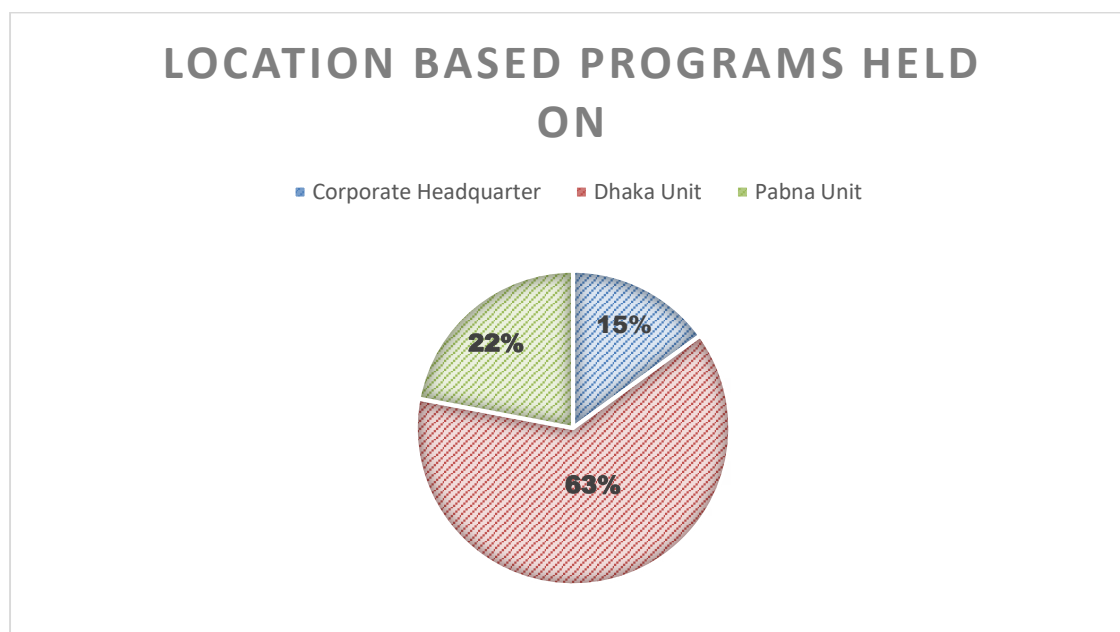


Figure 10: Location based Programs ratio

Summary of the Statistics of the training initiatives taken on 2016-2017

The charts here show the training initiatives taken so far from 2016-2017 and due to confidentiality, the usage of the exact numbers and core details of the programs were restricted. These are the approximated data given by the authority to measure the training program's participant involvement, which group given priority through which development programs as well as which programs are invested the most in terms of the growth increase.

In the first figure, the ratio shows that SPL focuses more on the internal training programs and on the job training as well. According to the Learning and Development department, on-the-job training helps the employees to learn fast and accurately as they can get the opportunity to correct themselves on the spot more. Internal training programs are budget friendly, less complicated and hassle free. The trainers of the internal training programs are the high ranked officers or managers who have expertise on the certain subject assigned for the training program. Employees learn with more ease if the faces are known to them, so this proves to be more effective among all.

External trainings are as well very fruitful that motivates the employees. Helliriegel et al,(2001) states that training program of employees in organisation increases higher productivity through better job performance with more efficient use of human resources,

goals and objectives more effectively met, reduced cost due to less labour turnover, reduced errors, reduced accidents and absenteeism, more capable, and mobile workforce and retention of the existing staff (Ongori, 2011). When an employee sees that his/her organization is investing on him/her, it triggers motivation to increase the productivity with loyalty. External programs are a bit costly but SPL never fails to meet the improvement need of an employee to create self-improvement. The Overseas programs are another motivational factors that helps employees gather knowledge with an opportunity to visit the overseas places. It is basically designed for the Management group to motivate them and also to keep them up-to-date of the overseas departments and working environment and procedures of SPL.

The second figure shows the summary of the participant group and the percentage of the involved participants of MDP, IPDP, and FFs. The Third and Fourth figures show the summaries of MDP and IPDP programs organised for the Management and Non-Management groups. The figures itself demonstrates that Management development programs were more initiated year around to strengthen the managerial positions. The Non-management groups were also given the opportunity of self-improvement to build up their career significantly.

The Fifth figure shows training programs for Field Forces sale representatives and it is due to improve their skills so that they can sustain their territory sale and increase it with making profit. Every sale representative is given individual attention to make them appropriate fit for the SPL. The Sixth figure shows which unit conduct more training programs. The Dhaka unit has initiated and executed the maximum training programs in this time period but the Pabna unit and CHQ are also having significance in executing the training programs.

At last, whether it is on CHQ, Dhaka unit or Pabna unit, all the training programs are sufficiently contributing to increase the productivity of the employees as well as the company. From 2016-2017, a significant raise on the employee improvement after training sessions have been noticed and SPL is holding proudly the growth rate in their overall profitability.

6.3. Case study to measure the impact of training effectiveness on the employee improvement

To measure the effectiveness of the training initiatives taken by the L&D department an Internal training program has been taken as a case study. The Program was held on April, 2017 as an Employee Development Program for 25 employees of different departments. This case study will show how a training program need arises and how it is conducted and end with demonstrating the improvement employees are having through the feedback.

The training program was held on “*Self presentation and Email communication*”.

Case study on the internal program *Self presentation and Email communication*:

TRAINING PROPOSAL:

Presenting self to others is considered one of the most essential skills for any professionals. Having this skill not only helps to deliver the message but also to create a positive impression to others. Each professional should possess the skill of effective and impactful communication with effective writing skills. As Email communication is our day to day task, slight misunderstanding of message may be costly for anyone. As a part of Employee Development Program, we have got requirements on both skills from the executives. So considering its paramount importance, we are planning to organize training programs on “Self Presentation” and “Email Communication”.

Program: Self presentation and Email Communication Duration: 3days Program type: Residential Resource person: S.M Manzurul Islam Chowdhury
--

BUDGET:

A tentative budget was proposed for the sectors as in Hand-out preparation, Stationaries, Entertainment costing, Unforeseen cost.

After the **training proposal**, a **budget and schedule** is made with a **venue** to hold it. Then the participant list or **employee list** who will be the trainee is made for the designated training program and **training record** is kept to keep a track of it.

The participant list summary is shown below of this training program:-

Self-Presentation:

Unit name	Participant Numbers
CHQ	06
DU	13
PU	05

Email Communication:

Unit name	Participant Numbers
CHQ	08
DU	12
PU	05

There was a training record kept as an attendance form to keep a record of the participants. After each of the training sessions, the training feedback was taken individually from all the employees after the training sessions were conducted.

TRAINING FEEDBACK:

After the completion of the training program each individuals rated and commented the training program and the trainer in the program effectiveness form to evaluate the effectiveness of it. There were 25 individual feedback was taken to evaluate the training program and the trainer. Let us highlight the summary of the feedbacks to measure how the employees evaluated their improvement:-

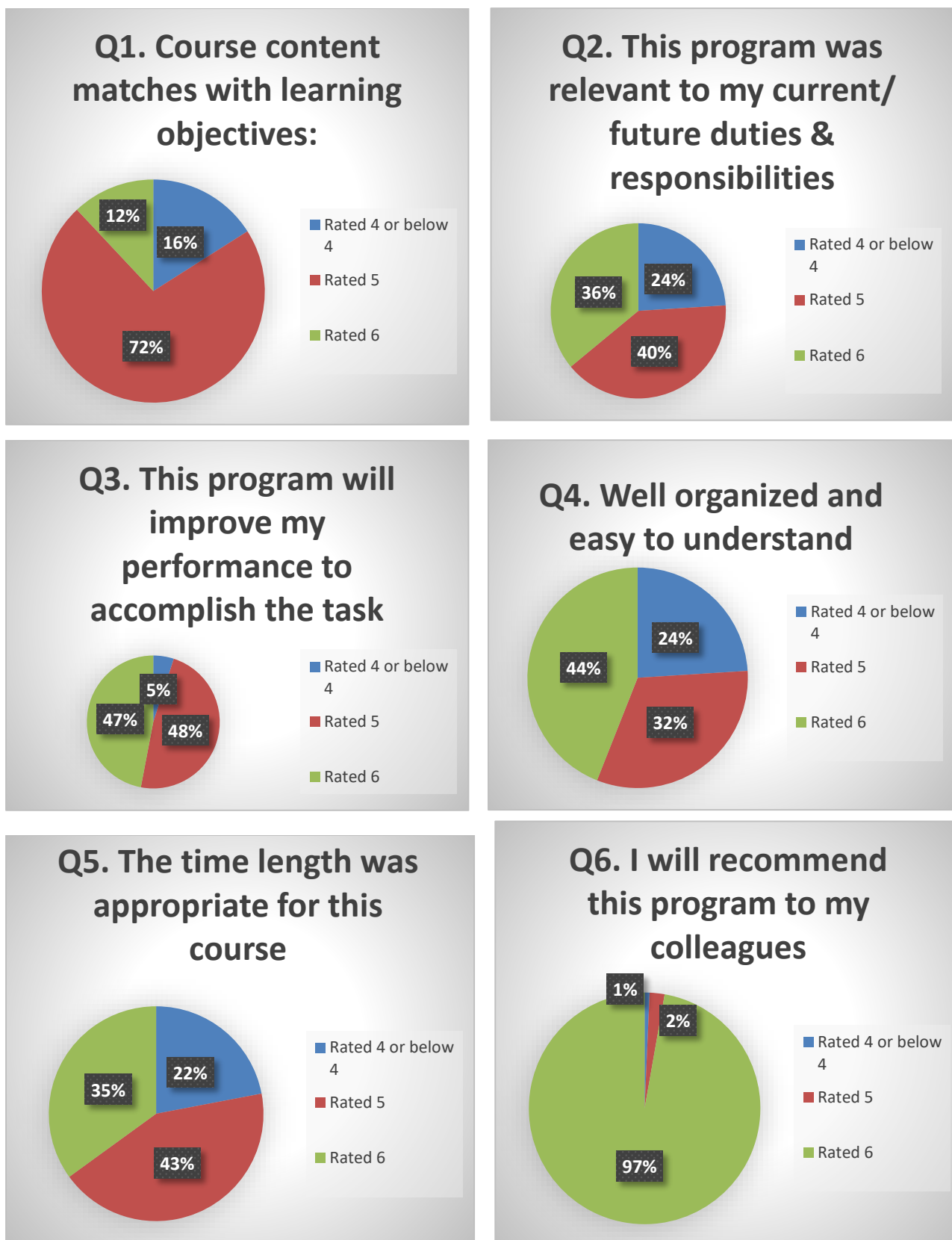


Figure 11: Summary of Primary feedback and employee evaluation on the program attributes

All the data are taken from a scale of 0-6 and the representation is done on the basis of the employee ratings. The charts show that the employees were satisfied with the training programs.

TRAINER OR RESOURCE PERSON EVALUATION BY THE TRAINEES:

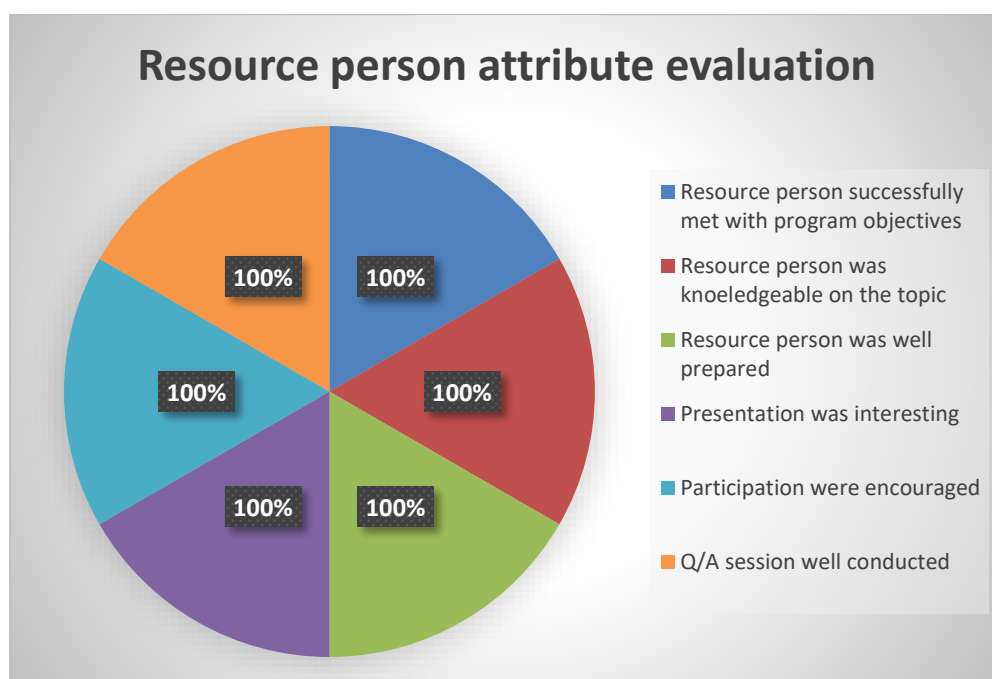


Figure 12: Resource person evaluation

All the data are taken from a scale of 0-6 and the representation is done on the basis of the employee ratings. The rating shows that the trainer was successful in his attempt of training and has got 100% rating in all the attributes which demonstrates as very satisfied with service.

6.4. Impact of training on the employee improvement:

The following results show a satisfactory result both in terms of program feedback and trainer feedback. According to Stewart, 1996, an appropriate training can develop managers at all levels including the knowledge and skills required to gain competency in order to manage change in organisation in any business environment (Ongori, 2011). SPL's L&D wing determines its evaluation process through "Kirkpatrick Model". If we measure the impact with the model the employee effectiveness can be evaluated as this:-

REACTION

With the scale of 0-6 the employees have already shown their reaction about the training programs in the previous charts and percentages. With the rating percentage it can be clearly assumed that the employees are Satisfied with their trainer and training sessions very much.

LEARNING

There was an open-ended section as a comment box where employees were asked to provide their opinions and perceptions about the training and their improvement. Observing the remarks of the 25 trainees, the following table is made with the summarised opinions where the satisfaction level of employees is demonstrated:-

The program was very informative and effective	98%
Training program helped me a lot to improve my speaking and writing skills	98%
Program attributes and resource attributes were satisfactory	98%
This program will help me to manage my task efficiently	98%
Built up good communication skills	98%
Increased communication level	98%
Strengthens writing etiquettes	90%

Almost all the employees' remarks had stated these terms so the percentage is kept same. It shows that Employees evaluated themselves better than before and stated the Learning was effective.

BEHAVIOR

In this segment all the employees have reported they have applied their learning in their day to day tasks but as the program is a very recent one, the full application of the learning is not observed yet.

RESULT

From the Supply Chain Management, Technical Service and AgroVet Departments some of the respondents' improvement areas are marked by the supervisors and given to the HRD. Others are yet to come.

The remarks shown that the employees of these departments have shown good verbal communication and good negotiation skills as well. The confidence level has been boosted up and with proper eye contact the presentations are given, remarked by the supervisor of SCM department. So the overall result found till seems to be satisfactory.

With this case study the process of training program from needs assessment to employee evaluation is shown. The employee improvement truly happens when an employee is satisfied fully with his company and in terms of HRD, is fully satisfied with the training initiatives and the investments made for it. In this case study we have shown a growth of the employees from the previous situation and it is expected that the growth rate will sustain from the outcomes of the other departments as well. Training program and trainer contributes hugely to the improvement of an employee and it is proved again.

7.0. Findings:

The findings I have received from here are mostly positive and all of these denotes the present status of the Human Resource department of SPL. The harmony between the employees are commendable and all the employees stays as a “family”. The HRD works in a structured way and the department harmony is commendable. Each and every program is designed to motivate the employees and increase the satisfaction level by keeping in mind their needs whether it is a small need or huge. The findings are as follows:-

1. The Employee Development Program is designed such a way that aligns with the organizational goal.
2. The training programs are very structured and go with a pace all year round.
3. A training calendar is used for the overall program which is very effective to avoid any clashes with other organizational activities.
4. Through the “Kirkpatrick Model” a sound post assessment is done where employee himself evaluates his progress and the effectiveness of the training program. This not only creates a trust of the employees to the organization as they value their opinions also make them more loyal to it.
5. Form the case study it is shown that training initiatives are enough motivating to the employees as they are applying it in their day to day work life.
6. The feedback procedure is very unique of the L&D department as it keeps track not just from the employee but also from their supervisor which helps them to assess the productivity ratio very easily.
7. The induction and other development programs are designed keeping in mind that it can be understood very easily and within efficient use of budget and facilities.

8.0. Recommendations:

To propose a proper recommendation the time limit is very short. The recommendations are based on the recent status and the upcoming strategies of SPL. SPL is going to be multinational extending its hand to Kenya. As the work responsibilities are increasing so the training requirements and human asset needs to be increased. Keeping these things in mind the recommendations are given below:-

1. Increasing the workforce in HRIS department as SPL is taking initiative to keep personal records of each employee in a more secured way.
2. External programs should be increased in numbers as well as overseas programs. As they are extending their hand to international market through Kenya very soon it is required very much.
3. The training program should be a bit more action-based than theoretical based.
4. There is space limitation of HR floor which makes it a bit congested.
5. The L&D department is having hard time to manage all the schedules and effectively working on them. More workforce is needed for this department to sustain the efficiency of it.
6. Though Kirkpatrick is a very useful model but a pre training feedback of the participant can be taken so that the ratio of efficiency can be measured in a more specific way.

9.0. Conclusion:

Working in SPL, was a lifetime experience for me. I can surely say that I know how to be organized and do things in a more structured ways. Taking care of the confidential files such as TNA of executives and non-executives and dealing with DMS made me understand the importance of work with confidential terms. Working as a family member I have improved my interaction skills and learned a lot from the helpful colleagues of mine. Working with specially the Learning and Development team I have learned new insights about how an organization creates relationship among employee motivation with effective training programs. Square Pharmaceuticals Ltd., makes employees its priority so any costing on their enhancement to productivity is an investment to them. Through the case study the improvement level, success factors behind are tried to depict. Though 3 months are very less time to acquire knowledge about an organization's employee efficiency but with help of my seniors I have tried my best to find out the impact of the training and development on the employee improvement and so far the result is positive to me.

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