



Incepta Pharmaceuticals Ltd
Innovative Concept Into Practice



**INTERNSHIP REPORT ON
TRAINING AND DEVELOPMENT PRACTICES
OF
INCEPTA PHARMACEUTICALS LTD.**

Submitted To:

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Letter of Transmittal

Date: 30TH March, 2014

Mr. Shamim Ehsanul Haque

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Subject: Submission of Internship Report.

Dear Sir,

It is a great pleasure and privilege to present the internship report titled “Training and Development Practices of Incepta Pharmaceutical Ltd., which was assigned to me as a partial requirement for the completion of Bachelors of Business Administration degree. It is my great pleasure to be a part of such well known reputed company and achieving an in-depth knowledge on Human resource techniques. During the course of the study I have tried with the best of my competence to provide with information and significant issues as much as possible and attempted to monitor the guidelines as you have recommended.

I am grateful to you for your assistance and kind collaboration at every step of my effort on this report. I shall remain sincerely thankful if you could kindly go through the report and evaluate my performance.

Nusrat Jahan Trisha

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Acknowledgement

First of all, thanks to Almighty who graced me finish this report. I give thank from the deepest part of my heart to my Internship Supervisor **Mr. Shamim Ehsanul Haque**, Senior Lecturer BRAC Business School for his guidance, help and effort as well as without any question allowed me to work on this topic. Without his direct guide this report couldn't be possible.

I would like to show my gratitude to **Mr. Abdul Muktedir**, Managing director of Incepta Pharmaceuticals Ltd. for his permission to do my internship in his organization. I am also thankful to the entire team of Human Resource department, especially **Md. Anayet Hossain**, Assistant Manager HR, **Mr. Md. Zakir Khan**, Assistant Manager HR, **Iftekharul Alam**, Associate Senior Officer, **Mr. Sourav Roy**, Hr Junior Officer, and my advisor **Md. Manirujjaman**, Executive Officer HR, for their motivation and providing required information. Besides that I am thankful to all parties who directly or indirectly helped me to finish this work.

Last of all I would like to express my thanks to the authors, researchers, article writers whose books and articles I consulted and friends who helped me in every stage of the report by providing valuable information and suggestion in respect of preparing this report.

Nusrat Jahan Trisha

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BRAC University

EXECUTIVE SUMMARY

As a component of academic requirement and completion of BBA program, I have been assigned to complete internship report on “Training and Development Practice of Incepta Pharmaceuticals Ltd.” under the guidance of Md. Manirujjaman.

Incepta Pharmaceuticals Ltd. is a leading pharmaceutical company in Bangladesh established in the year 1999. The company has a very big manufacturing facility.

Human Resource Development implies on training and Development. In the field of Human Resource Development, Incepta Pharmaceuticals Limited is concerned at training and development for better organizational activity. It is aimed at pioneering the performance of individual and groups in organizational settings of the industry. It includes employee management and development orienting, learning and proper training by the existing experienced employees or outsourced expertise. Proper training and development by motivating the employees to rapid advancement of the industry and upcoming and present technologies, is essential to achieve the organization’s plans and goals. Training is an attempt to improve current and future performance of employees. Development refers to those learning opportunities designed to help employees grow.

In this paper there is a complete discussion about the current training process and also the process of end result evaluation. Training need assessment, preparation, training and result evaluation these are the step to conduct any training. By following these processes they are providing training on Functional Skills, Organizational Knowledge, Business Skill, and Leadership Skill. However every time it becomes difficult to evaluate the outcome by using rating or scoring process from the trainings and also it is not possible to numerically express the improvement of knowledge, skill and behavior that are use deliver through trainings. As a result in this paper an assessment is shown from result evaluation perspective. Kirkpatrick Model is used for assessing from the result evaluation perspective. The existing process of Incepta Pharmaceuticals Ltd. does to match point to point with this models but it is serving the purpose efficiently and cost effectively. However in the coming days current training function will require modification according to the business need, as a result these assessment may help them for further improvement.

Introductory Part

Introduction

In every field of study, theoretical course work and the field experience play major role to shape the knowledge and skill of a student. In case of business studies the real life experience make the difference in a bigger aspect. To achieve excellence business studies always tries to reflect the real life scenario and the theoretical assumptions side by side. Due to the ever changing nature of business organizations today almost every business schools and institutes are arranging internship programs. In one side as a business student the course works build my basic and this internship program gives me the real life exposure in one of the well-known corporate of Bangladesh- Incepta Pharmaceuticals Limited. I would like to show my gratitude to the respected authorities of AIUB Business School, Office of Placement and alumni and especially to Incepta Pharmaceuticals Ltd to offer me such a great scope of learning.

In this twelve weeks engagement program I worked in the HR department under the supervision of **Mr. Md. Akhai Rabbi**, officer HR. A part from that I am also grateful to **Mr. Abdul Kader Nazmul**, Director, BBA Program, AIUB for his guidance and advice.

In this paper I discussed about the business of Incepta and the tasks I performed in this organization; most importantly there is a complete discussion on the training function of the Incepta Pharmaceuticals Ltd. Along with the discussion I also relate the current process with one training model for assessing the outcomes.

Rationale of the Study

The report titled “*Training and Development practice of Incepta Pharmaceuticals Ltd.*” is prepared as an integral part of the internship program of the undergraduate degree in Department of Human Resource Management, American International University. The prime reason of this study is to become familiar with the practical business world and to attain practical knowledge about the overall manufacturing company, which is so much essential for each and every student of business to meet the extreme growing challenges in job market. As well as to get acquainted with different training and development policy and theory, theoretical knowledge is not enough for a student of HRM department. There always exists massive gap between theoretical knowledge and its practical implementation. This report is to bridge up this gap. This report will be helpful to understand about training and development practice in practically.

Objectives of the Study

1.2.1 Broad Objectives:

- To fulfill the requirement of the internship program.
- Gain a real life exposure with a business organization to relate with the theoretical practice.

1.2.2 Specific Objectives:

More specifically, this study entails the following aspects:

- To get an overview of HR activities currently practiced by the Incepta Pharmaceuticals Ltd.;
- To observe how the HR department of Incepta Pharmaceuticals Ltd. maintain their training and development function.

Company Overview

2.1 Profile of Incepta:

Incepta Pharmaceuticals Ltd. is a leading pharmaceutical company in Bangladesh established in the year 1999. The company has a very big manufacturing facility located at Savar, 35 kilometer away from the center of the capital city Dhaka. The company produces various types of dosage forms which include tablets, capsules, oral liquids, ampoules, dry powder vials, powder for suspension, nasal sprays, eye drops, creams, ointments, lotions, gels, prefilled syringes, liquid filled hard gelatin capsules, lyophilized injections, human vaccine etc. Since its inception, Incepta has been launching new and innovative products in order to fulfill unmet demand of the medical community. The focus has always been to bring new, more technologically advanced molecules and innovative dosage forms to this country.

2.2 History of Incepta:

Incepta began its operation with a handful of highly skilled and dedicated professionals guided by an able leadership. Proper strategic planning, technical excellence, swift and timely decisions helped us achieve our objectives leading to much faster growth. Incepta was able to anticipate the need of the market and provide the right product at the right time. High focus on R&D investment from the very beginning made possible the introduction of quality products ahead of its competitors in most cases.

Incepta Pharmaceuticals Ltd. is now t one of the largest companies of the country and recognized as the fastest growing of the top five manufacturing company in the country. Established in the year 1999, the company has come a long way. Currently the Zirabo plant consists of several buildings with state of the art technology. Dedicated cephalosporin manufacturing building, a specialized manufacturing building for the production of lyophilized products, insulin and amino acids and newly built liquid and semisolid manufacturing building and large warehouse is also in operation.

Another multipurpose building for housing the Research & Development operation along with the canteen facility is also there. Currently all the products are coming from the plant at Zirabo. The company now produces almost all types of dosage forms covering nearly all therapeutic area.

Incepta now has one of the largest and competent sales force and large distribution network of its own, operated from 18 different locations throughout the country. A most dynamic skilled and dedicated marketing team comprising of pharmacists and doctors are at the core of the marketing operation. These highly skilled professionals play a crucial role in providing the necessary strategic guideline for the promotion of its product.

2.3 Vision of IPL:

Incepta wants to become a research based global pharmaceutical company in addition to being a highly efficient generic manufacturer. They would also like to discover and develop innovative, value-added products that improve the quality of life of people around the world and significantly contribute towards the growth of Bangladesh.

2.4 Mission of IPL:

Provide people globally with high quality health care products at affordable prices in order to improve access to medicine and to provide employees an enabling environment that facilitates realization of their full potential.

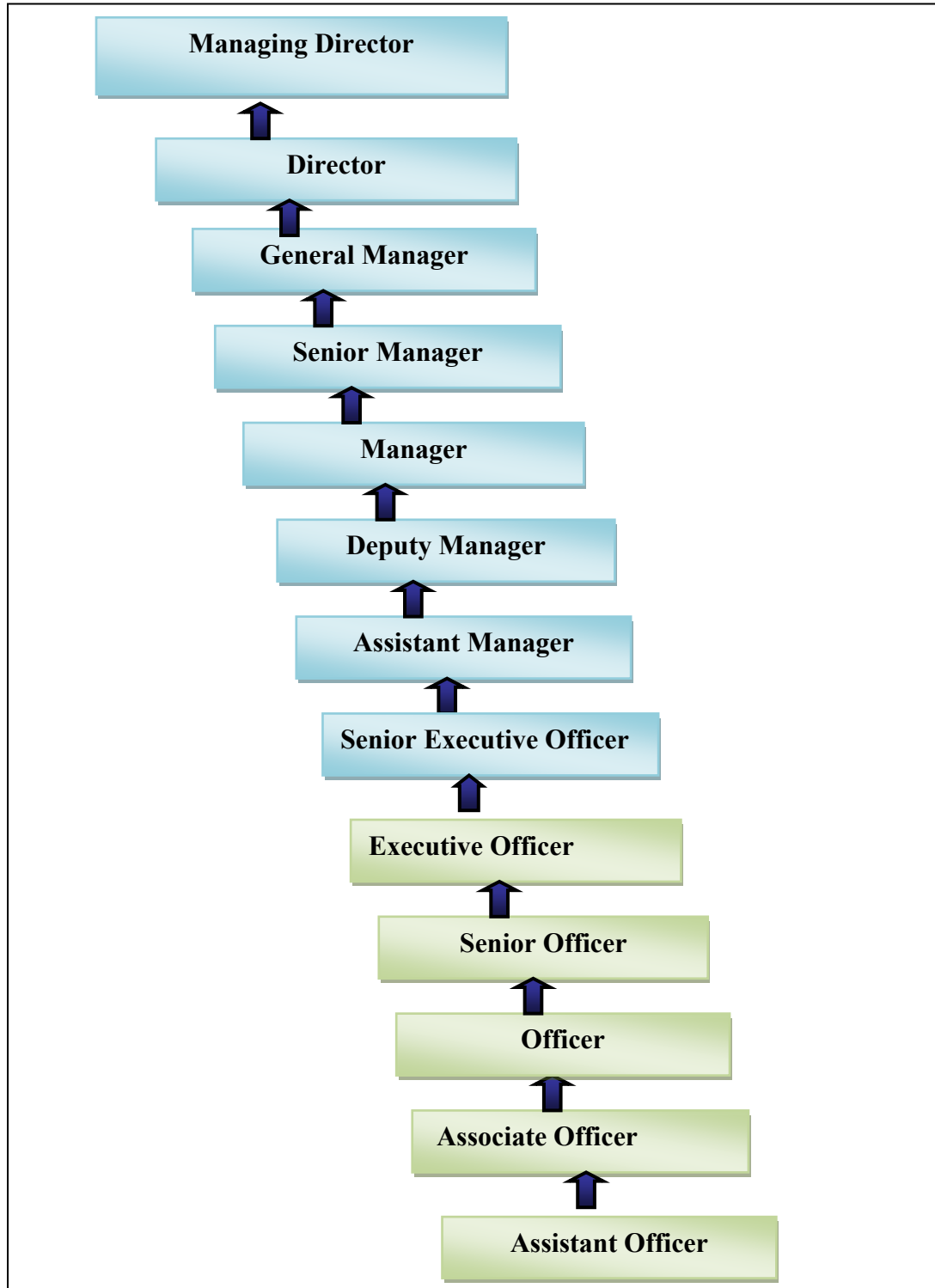
2.5 Incepta Pharmaceuticals Ltd. at Glance:

Name of the company	: Incepta pharmaceuticals limited
Address	: Head office 40. Shahid Tajuddin Sharani, Tejgoan Industrial Area, Dhaka-1208, Bangladeh : Factory Bara Rangamatia, Zirabo, Savar, Dhaka
Telephone	Head Office : (+88 02) 8891688 - 703 Factory : (+88 02) 7792502-6
Fax	: (+88 02) 8891190
E-mail	: muk@inceptapharma.com
Website	: www.Inceptapharma.com
Year of establishment	: 1999
Form of company	: Private limited
Total number of employees	: 3050
Capital	
Value of Authorized capital	: 16.00 million USD
Paid up capital/ reserves	: 7.50 million USD /4.16 million USD

2.6 Divisions & Departments of Incepta Pharmaceuticals Ltd.:

- Finance Division
- Commercial Division
- Information Technology Division
- Technical Division
- Human Resources Division
- Internal Audit Department
- Supply Chain Management Department
- Legal & Compliance Department
- Security & Safety Department
- MD's/CEO's Office

2.7 Organizational Hierarchy of Incepta Pharmaceuticals Ltd.



2.8 Growth Rate of IPL:



2.9 General Product:

Tablets	:	1920.00 Million/Year
Capsules	:	120.00 Million/Year
Liquid injection ampoules	:	24.96 Million/Year
Eye drops	:	3.00 Million/Year
Infusion bags	:	1.92 Million/Year
Infusion bottles	:	80 Million/Year
Liquid injection vials	:	60 Million/Year
Dry vial for injection	:	2.70 Million/Year
Nasal spray	:	2.57 Million/Year
Cream/ointment/shampoo	:	5.26 Million/Year
Oral liquid	:	29.48 Million/Year
Lyophilized vials	:	1.80 Million/Year
Pre-filled syringes	:	1.80 Million/Year

2.10 Corporate Social Responsibility (CSR) of IPL:

Incepta achieved its tremendous commercial success through its honesty and sincerity in business policies. The company aims to become the Nation's most admired company through its honest and intelligent approach. Company management strives to support community where they live and also the nation as far as possible in times of need.

Incepta believes it can thrive only if the nation remains healthy. Incepta gives emphasis to its practice of Corporate Social Responsibility (CSR) and evidence of this commitment is found in its dealing with clients, suppliers, employees, Government's and the society at large.

Company CSR activity includes its finances because the company pays tax and VAT to the Government and also settles bank and suppliers liabilities in a timely fashion and disburses benefits to employees on time. Incepta considers its employees to be valuable assets and protects their rights and provides a full range of staff facilities including life insurance and disbursement of 5% of the company profit to them. Incepta maximizes safety in workplace for its employees and child labor is strictly prohibited.

As its commitment to society the company donates medicine to the Government Relief Fund during natural disaster. Incepta also provides financial assistance for expensive treatment including heart and cancer and disburses its corporate Zakat for relief of distressed people every year.

Incepta also produces life-saving "import-substitute medicines" at affordable price for the people of Bangladesh as an expression of true love and compassion for the people. Incepta strongly believes that commitment towards people and the society as a whole positively contributes towards its business objective.

Activities Undertaken

Overview of HR practices in Incepta Pharmaceuticals Ltd.

3.1.1 Discussion about HRM:

Human Resource Management (*HRM*) refers to the policies, practices and systems that influence employee's behaviors, attitudes and performance within an organization for achievement of its goals. Employees of organization are not similar to the basic business resources; an employee of any organization drives other materialistic resources to attain its goals. Incepta believes that the long-term success depends on attracting, retaining and developing employees' ability to ensure its growth; upon this belief the primary responsibilities of HR managers are developed.

Recruitment, reward management, employee engagement, training and development, compliance these are the very basic practice in HR function like any other organization in Incepta Pharmaceuticals Ltd. However, the basic HR practice in Incepta may be same like other organizations but the Human Resource policy which guides the whole practice makes it unique. This policy encompasses those guidelines which constitute a sound basis for efficient and effective HR Management in the Incepta Pharmaceuticals Ltd.

3.1.2 Functional area of HRM in Large Organization:

- Human resource auditing
- Human resource strategic planning
- Human resource planning
- Manpower planning
- Recruitment / selection
- Induction
- Orientation
- Training
- Management development
- Compensation development
- Performance appraisals
- Performance management

- Career planning / development
- Coaching
- Counseling's
- Staff amenities planning
- Event management
- Succession planning
- Talent management
- Safety management
- Staff communication
- Reward

3.1.3 Incepta Functional area of HRM:

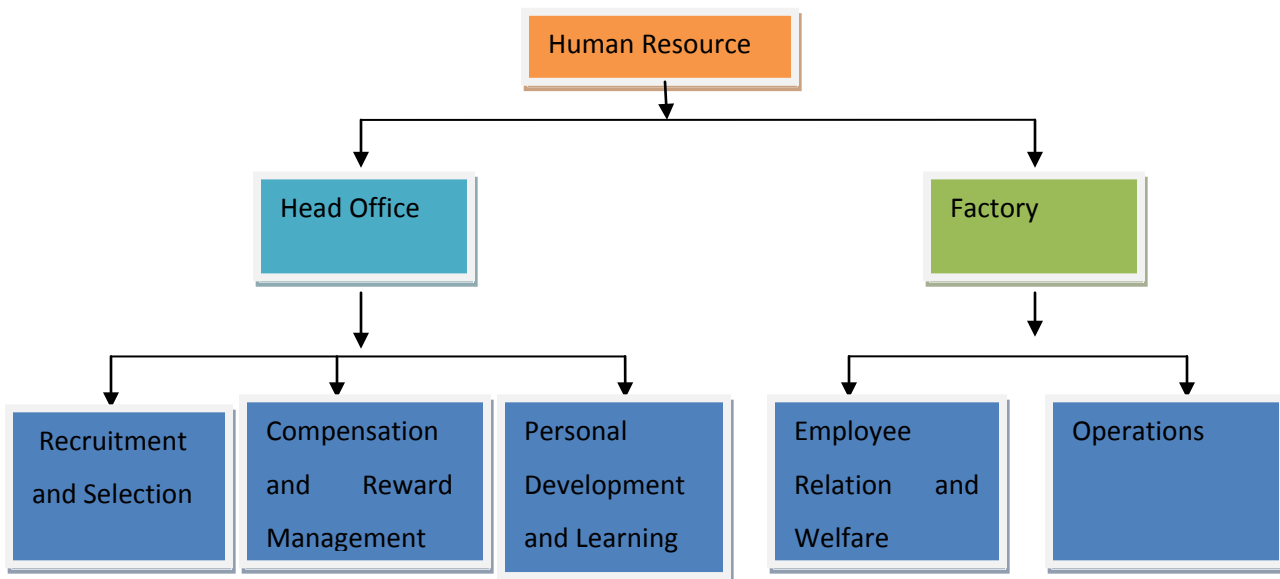


Figure: HR function

This figure describes the total HR function at a glance; according to the importance total HR can be divided into two parts: Head Office and Factory. HR teams in head office mainly look after the Recruitment, compensation & Reward and Personal Development & Learning and. On the other hand in factory HR deals with employee relation & welfare and Operations.

Due to the business need total HR function is divided into two parts but both of the parts reports to the HR functional head; however the factory HR at the same reports to the HR functional head and Management Committee of factory.

Recruitment and Selection: Importance has been given on the matching of Incepta values and candidate's values with the company culture. On the other hand for managerial positions specific leadership qualities and business insights are major requirements. For promoting employees within the organization, it is the role of management and HR to keep an eye on valuable candidates from outside and to benchmark internal skills with external offers.

Incepta strives to provide a working environment which protects the health welfare hygiene security and safety of the employees. It is advised to each employee that they should not only care for their own safety but also that of their colleagues. Incepta favors the policy of long-term employment, as a result whenever an operation cannot be maintained within the Incepta circle steps will be undertaken to avoid overall loss of employment.

Compensation and Rewards: Incepta maintains a stable compensation structure in compare to the other corporate of Bangladesh. Compensation in the different levels of the employment always remains equal to the market benchmark. Compensation practice takes relevant external compensation levels as well as the requirement of internal fairness. Incepta regularly surveys and gathers relevant information on the remuneration levels practiced in local and international level. Moreover reviews occur regularly between its competitive positions with other companies. It is also advised by the management that, wage and salary structures should be kept simple and avoids unnecessary complexity.

Personal Development & Learning: In Incepta, training is done off-the-job basis along with guiding and coaching. It is a part of the responsibility of each manager to recommend training programs to their subordinates. Incepta tries to develop trainings based on action learning. In this regard the responsibility of HR management to provide the support for implementing the necessary planning tools, having in mind the necessary flexibility to cope with unexpected situations.

Employee Relation and Welfare: Intolerance, harassment or discrimination or any kind of expression of disrespect is strongly discouraged in Incepta. Emphasis has been given on the transparency and honesty in dealing with people for efficient communication. It is ensured that every employee has the right to an open conversation with superiors or colleagues. However, in case of discord between an employee and the respective superior, the situation is advised to be resolved by a fair hearing. As a result HR staffs provide assistance to ensure that the disharmony is dealt with impartially.

It is the responsibility of the local management to maintain a harmonious Industrial relation in appropriate levels. Incepta's relations with unions is established under strict observation of national law, local practices as well as those international recommendations to which Incepta has followed to on a voluntary basis as stated in its corporate business principles.

Incepta is providing enough space to its employees to take an active part in the life of the community or by assuming responsibilities in professional, civic, cultural, religious or voluntary organizations. Incepta believes that any activity during working hours has to be first approved by the company.

Overview of Training and Development Function of Incepta Pharmaceuticals Ltd

3.2.1 Training Defined:

Training is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees. Training is activity leading to skilled behavior. Training has specific goals of improving one's capability, capacity, productivity and performance.

Training is about gaining the skills needed for a job. These may be learned at the place of work (on-the-job) or away from work (off-the-job). On-the-job training tends to be more cost-effective and relevant. However, off-the-job training is usually carried out by professional trainers. It also occurs away from the distractions of work. Training tends to have very specific and measurable goals, such as operating an IT system or till, understanding a process, or performing certain procedures (for example, cashing up).

3.2.2 Development Defined:

Development is a systematic use of scientific and technical knowledge to meet specific objectives or requirements.

Development is more about the individual – making him or her more efficient at a job or capable of facing different responsibilities and challenges. Development concentrates on the broader skills that are applicable to a wider variety of situations, such as thinking creatively, decision-making and managing people. In short, training is typically linked to a particular subject matter and is applicable to that subject only, while development is based on growing broader skills which can be used in many situations.

3.2.3 Importance of Training and Development:

Training and development is vital to any business.

The human resources' training function plays an important role from the beginning of the employment relationship. At the same time, the development function of HR is equally important for the future of the employment relationship. Companies often fail to realize that the return on investment in training and development activities help support employers' goals for profitability.

The importance of Training and Development are as follows:

Addressing weaknesses: Most Employees have some weaknesses in their workplace skills. A training program allows them to strengthen those skills that each employee needs to improve. A development program brings all employees to a higher level so they all have similar skills and knowledge. This helps reduce any weak links within the company who rely heavily on others to complete basic work tasks.

Improved Employee Performance: An employee who receives the necessary training is better able to perform his/her job. Employee becomes more aware of safety practices and proper procedures for basic tasks. The training may also build the employee's confidence because they have a stronger understanding of the industry and the responsibilities of their job. This confidence may push them to perform even better and think of new ideas that help them excel. Continuous training also keeps employees on the cutting edge of industry developments.

Consistency: A structured training and development program ensures that employees have a consistent experience and background knowledge. The consistency is particularly relevant for the company's basic policies and procedures. All employees need to be aware of the expectations and procedures within the company. This includes safety, discrimination and administrative tasks. Putting all employees through regular training in these areas ensures that all staff members at least have exposure to the information.

Employee Satisfaction: Employees with access to training and development programs have the advantage over employees in other companies who are left to seek out training opportunities on their own. The investment in training that a company makes shows the employees they are valued. The training creates a supportive workplace. Employees may gain access to training they wouldn't have otherwise known about or sought out themselves. Employees who feel appreciated and challenged through training opportunities may feel more satisfaction toward their jobs.

Productivity: Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.

Profitability: Training and Development leads to improved profitability and more positive attitudes towards profit orientation.

3.2.4 Review of Training function of Incepta:

It is important to build up the capabilities for future business success and to ensure Incepta people have the right understanding, skills and behaviors to perform their jobs effectively. That is why Incepta frequently offers a wide range of training actions at local, regional and global level; including on-the-job training, class-room training as well as coaching. Employees from different backgrounds and cultures attend the training programmers on management and leadership development, as well as other intensive courses and workshops on functional areas of expertise. Approximately 25 % of the speakers at different training programs are internal experts and top managers from corporate headquarters, including all members of Executive Board.

3.2.5 Types of training:

There are four types of training:



Figure: Types of training

HR function of Incepta usually deals with the organizational knowledge and leadership skill. On the other hand functional training and business skill related trainings are arranged by the respective functions.

Especially in the Organizational Knowledge trainings, trainers provide the overview and the current market situation of the brands of Incepta. On the other hand the leadership training tries to develop the basic leadership skills among employees.

3.2.6 Incepta Behaviors:

There is a separate leadership framework in Incepta, however among them the most important 4 are known as the —4 Incepta Behaviors:

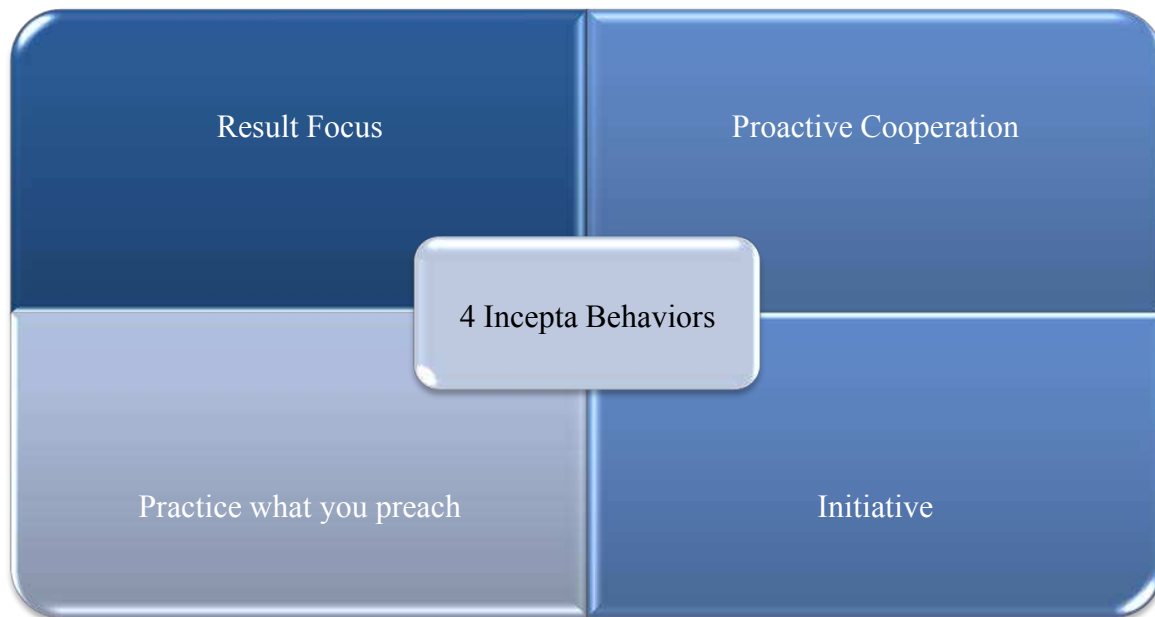


Figure: 4 Incepta Behaviors

One of the important key factors of today's business success of Incepta is aligning the functional goals to the corporate goal. As a result it is important to become result focus and drive the teams according to their KPIs. On the other hand proactive cooperation is embedded in the Incepta's culture. People focus on the proactive cooperation for the smooth coordination of the functions. Moreover the concept of *practice what you preach* focuses on the freedom of choice in the organization in terms of their belief and right to speech. Finally Incepta always encourage the initiatives of the people to make their workplace a place for flourishing for organizational and personal development.

3.2.7 Employee work process:

In Incepta trainings are divided in several proportions; where 20%- On the job training, 30%- Coaching, 50%- Class room training. On the job trainings are held in every function, where employees learn by doing the job. In coaching the senior managers or skilled employees provide the coaching and take care of their team. In the class room trainings are delivered in class rooms where trainers deliver interactive lectures.



Figure: Employee Training Process

This figure shows the employee work process in Incepta Pharmaceuticals Ltd. At first an employee joins the company, works in his/her respective function to learn the job initially, after a certain period of time his/her respective supervisor set the objective for him/her. When the objective is once set for an employee then he/she has to face performance evaluation by

following *rating scale*, one time in a year, in the last month of the year respective supervisors of the employee analyze the progress and mark the achievement and find out the improvement areas of his/her subordinates and decide what training will needed to improve the performance in the coming years. This particular decision of training for performance improvement is known as Performance Development Guide (PDG)

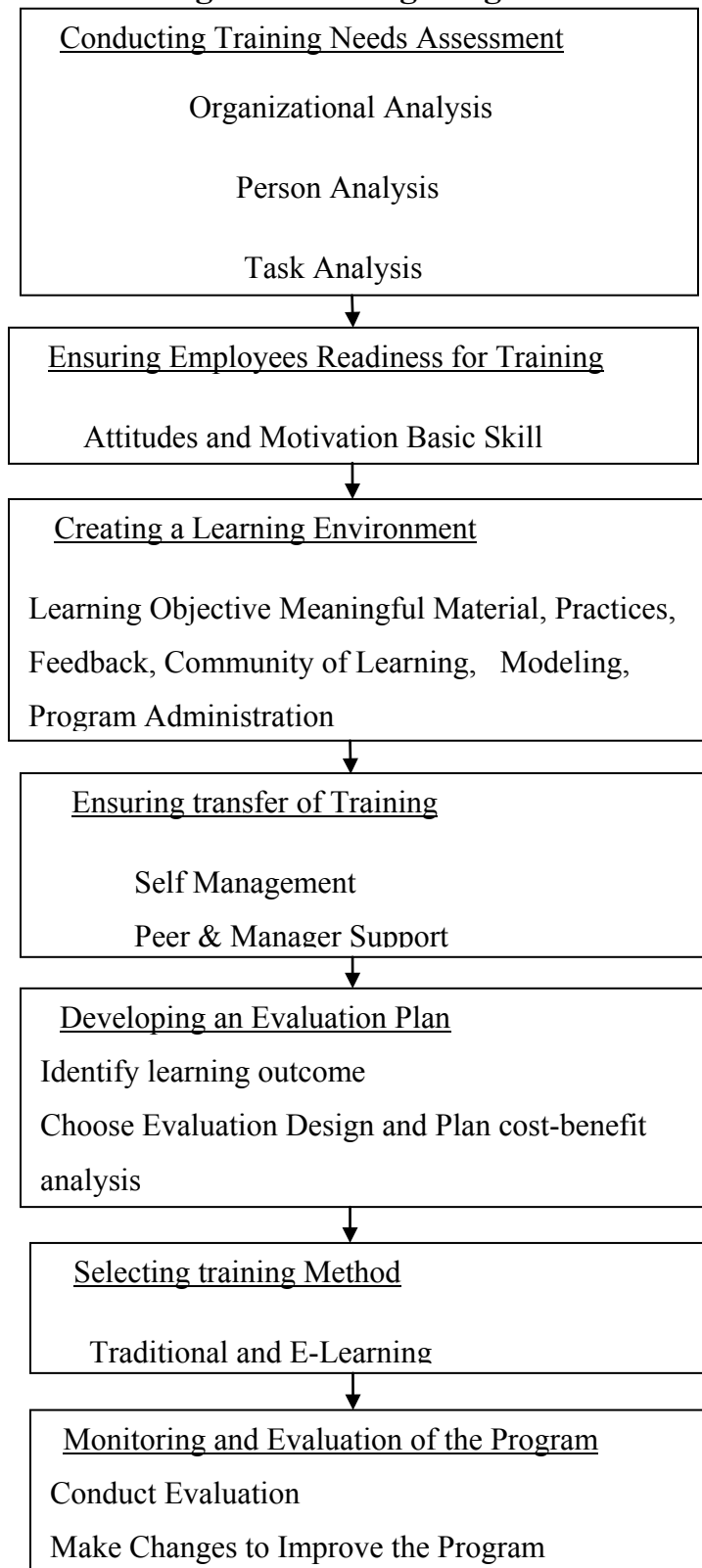
3.2.8 Training Cycle:



Figure: Training cycle

Figure shows the training cycle, where the training team of HR starts their work on the basis of training need assessment. After having all the PDGs the HR training team prepare the nomination of the trainee, schedule the event, set the module, contact with the trainer and provide other logistic support for the training. After each training session a feedback is taken from the participants based on which the management decides on which areas need further improvement.

3.2.9 The layout of the Designed Training Program:



3.2.9.1 Step-1: Training Needs Assessment:

The purpose of a training needs assessment is to identify performance requirements or needs within an organization in order to help direct resources to the areas of greatest need, those that closely relate to fulfilling the organizational goals and objectives, improving productivity and providing quality products and services.

Assuming that the needs assessment identifies more than one training need, the training manager, working with management, prioritizes the training based on the urgency of the need, the extent of the need and the resources available. Based on this information, the training manager can develop the instructional objectives for the training and development program.

In Incepta Pharmaceuticals Ltd. particularly Training Need Assessment is done and the training programs are set upon the performance evaluation and the Performance development guide of the employees.

At beginning of the year an objective is set for every employee and then at the end of the year the total performance of the year is evaluated and from here the development areas comes out. For developing that area the performance development guide is prepared and the training team prepares the training according to that guide.

Person analysis:

It is a process for determining whether employees need training, and whether employees are ready for training. Incepta pharmaceutical identifies about the knowledge, skills, and abilities do trainees already have in order to participate in the training. It helps the company to identify who needs training.

Organizational Analysis:

Organizational analysis involves determining the business appropriateness of training, given the company's business strategy. Company first determines about the company's resources for training, related cost associated with training & the expected benefit of training.

Task Analysis:

Incepta company analysis job requirements for training by finding the job responsibilities, the skills and knowledge are needed for successful performance & should the learning setting be the actual job setting or at the training institute.

Performance evaluation:

This is the causes and outcomes resulting from need assessment. The cause for training determined by Incepta in order to have higher performance standards & to Support for business strategy. In Incepta the internal culture is very much performance driven. The combined performance of every function ultimately brings the winning situation for the company. As a result every manager has to take the performance evolution very seriously. At first each and every employee has a particular define responsibility to maintain and upon that responsibility is assessed in performance evaluation. These responsibilities are mainly set according to the corporate goal.

3.2.9.2 Step 2: Ensuring Employees Readiness for Training:

This step is taken to ensure that employees have the motivation and basic skills necessary to master on training content. The recognition of resistance to change in the workplace is not new. In accepting that employee resistance is a component of reform in all work settings, they have emphasized the value of employers and managers creating employee readiness for change in Incepta Pharmaceutical Ltd for such training.

3.2.9.2.1 Motivation to learn is the desire of the trainee to learn the content of the training program.

3.2.9.2.2 Self-efficacy is the employees' belief that they can successfully learn the content of the training program. Some effective efficacy is:

- Letting employees know that the purpose of training is to try to improve performance rather than to identify areas in which employees are incompetent.
- Providing as much information as possible about the training program and purpose of training prior to the actual training.

- Showing employees the training success of their peers who are now in similar jobs.
- Providing employees with feedback that learning is under their control and they have the ability and the responsibility to overcome any learning difficulties they experience in the program.

3.2.9.3 Step 3: Creating a learning environment:

The successful delivery of training events and the reputation of the training function are reliant upon training administration and the contribution of the training administrator. Effective and efficient administration is crucial to the success of learning activities.

Administration of Training and Development is mainly done by the Human Resources Department. After receiving Annual Training Plan and External Training recommendation from the line supervisors, it the responsibility of the HR Department to assess whether there is an actual necessity of the training which will be viable for the improved performance of the employees to achieve organizational objectives. Once this is done, HR searches through a number of resources and channels to find out about the related training availability and the associated costs with it. An approval from the Managing Director is then required prior to registering an employee with a training program. Employees and supervisors are also informed about the training details before registration. Here after, registration of the training program is done with proper documentation and the employees are able to attend the training. Finally, a record of Training programs attended by each employee is maintained. In order to creating a learning environment, they develop the following factors:

- Take responsibility for their employees and their own learning activities;
- Provide employees with a continuous learning environment;
- Reinforce learning as employees experiment with their new skills.
- To create learning cultures in cost-effective and spot on way, they follows these basic points:

The first rule in building a learning culture- is to keep things simple. The most effective strategy is one that makes certain that everyone clearly understands what's involved and what's expected from employees and managers.

Clearly define their and the pharmaceutical's strategic objectives- This will ensure that the learning strategy is effective. Bringing the Pharmaceutical's management team and advisors together to clearly define the company's vision and, working backwards, outline the critical steps required to attain it would be in their top priority list- They need to know where they want to go, how they will get there, and the resources needed in the process.

Set up a learning committee and policy- They try to bring together employees and managers that appropriately represent the scope of the organization.

Integrate learning into daily activities- Learning is a continuous process

- ✓ They want to implement tactical methods to encourage learning among employees and to support employees with new or more complex responsibilities.
- ✓ Coaching and mentoring are two ways to make the learning process more interesting and an integral part of the company's strategy.

3.2.9.4 Step 4: Ensuring transfer of Training:

Training evaluation must demonstrate improved performance and financial results. Organization need to show that they're getting good returns on their investments in training. To do that, organization need to find out whether the skills and knowledge taught in training get transferred to the job.

For transfer of training, managers need to follow a model of transfer process. Managers of IPL try to follow the model of transfer process.

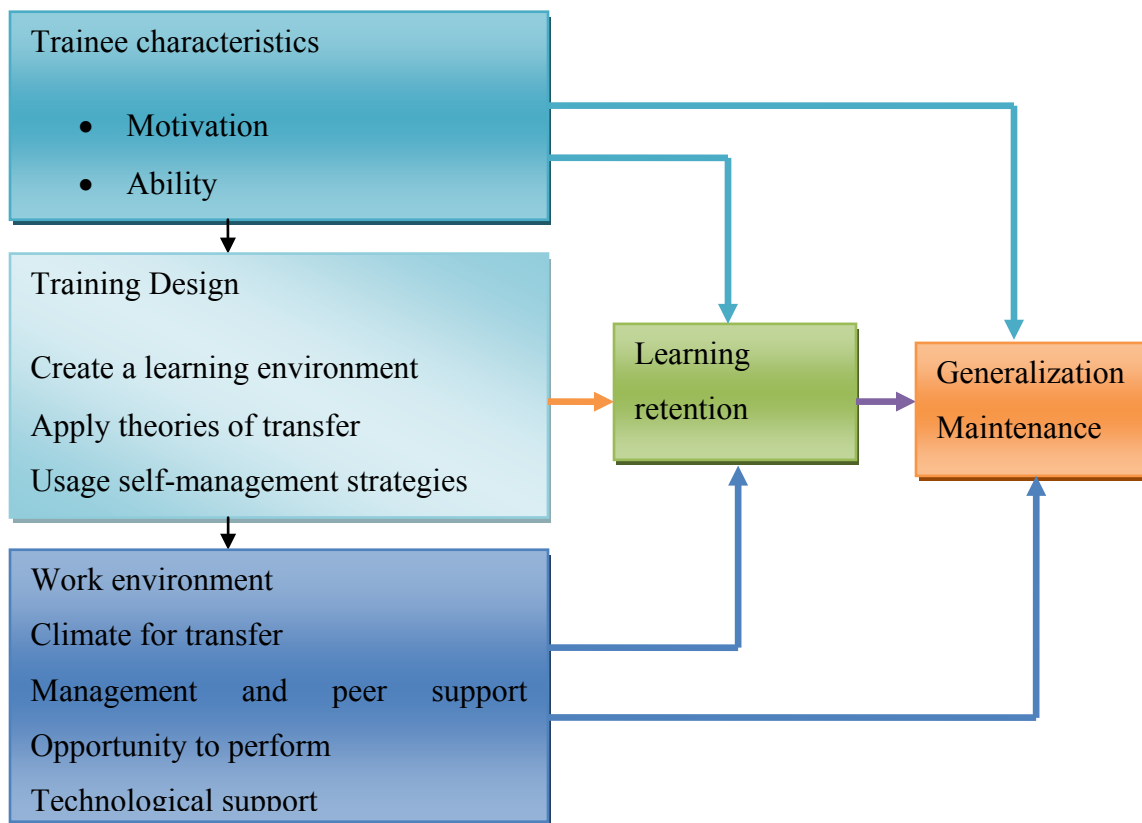


Figure: Model of transfer process

Trainees need to take responsibility for learning and transfer which includes:

- Prepared for training.
- Being involved and engaged during training.
- Used training content back to the job.
- For transfer of training, managers of IPL support by following way:
- Provide a brief on the purpose of the program and its relationship to business objective and strategies
- Encourage trainees to bring to the training session work problems and situations they face on the job.
- Share benefits of the course with managers.
- Managers are involved to the training sessions as trainer.

3.2.9.5 Step 5: Developing an Evaluation Plan:

Employees and line supervisors again have a major role playing in this segment of Training and Development of IPL. It is believed that active co-operation of all the parties will generate an accurate final output. Training evaluation provides a way to understand the investments that training produces and provides information needed to improve training. Training evaluation involves both formative and summative evaluation. Formative evaluation refers to the evaluation of training that takes place during program design and development. It helps to ensure that the training program is well organized and runs smoothly and trainees learn and are satisfied with the program. The formative evaluation is conducted either individually or in groups before the program is made available to the rest of the company.

Summative evaluation refers to evaluation conducted to determine the extent to which trainees have changed as a result of participating in the training program. It helps to identify whether trainees acquired knowledge, skills, attitudes, behavior, other outcomes identified in the training objectives or not. Summative evaluation usually involves collecting quantitative (numerical) data through tests, ratings of behavior or objective measures of performance.

As a growing organization Incepta assessing the outcome or the effectiveness of the training for some training; however as the organization will grow the investment on the trainings will also increase, in this scenario in the coming days it will be curtail to identify the outcomes against the investments made.

3.2.9.6 Step 6: Selecting training Method:

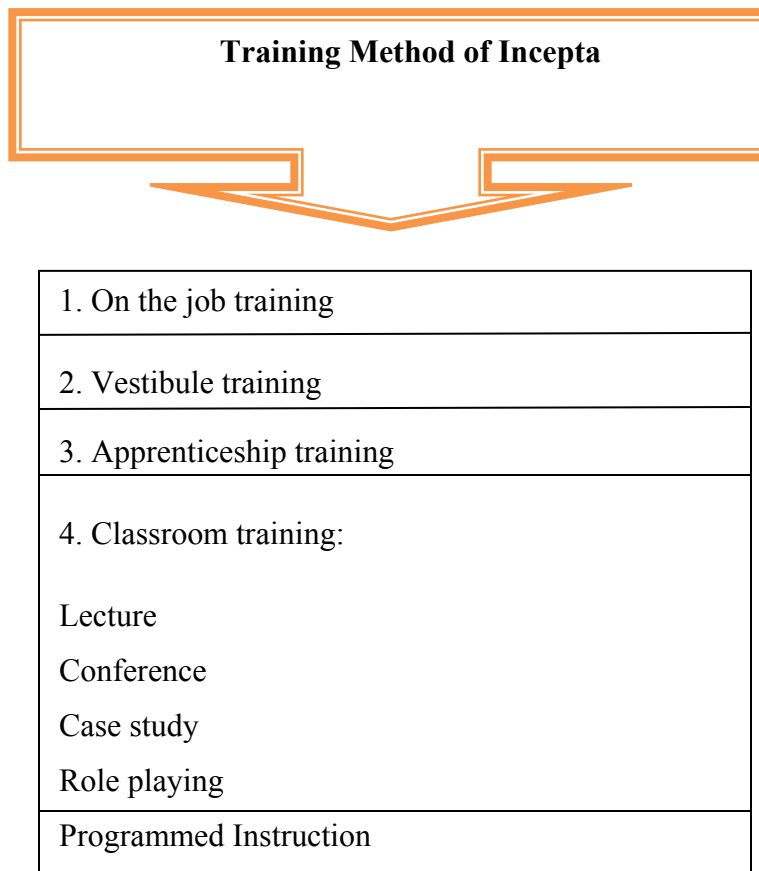
Several methods can be used to satisfy on organization training needs and accomplish its objectives. The Incepta Pharmaceuticals Ltd. classified their training by two categories:

3.2.4.1 Non-Supervisory Training:

Non-Supervisory Training is the training for worker and operators of the company. Permanent and casual workers are included for these.

3.2.4.2 Supervisory Training:

The training for the managerial employees is called supervisory training. Different department's officers and management trainees are included to this.



Training Method Elaboration

<i>On the job training</i>	On the job training is designed to create awareness among the workers (permanent and casual) about production process, packaging, discipline, punctuality, safety, health, environment, housekeeping, Handling of a machineries etc. The training will be held in every month in cyclic order as per training Calendar.	<ul style="list-style-type: none"> • This will undoubtedly help to improve and maintain the abilities and skills of the employees and thereby make the organization economically more viable and more productive by utilization and development of Human Resources.
<i>Vestibule Training</i>	In vestibule training, procedure and equipment similar to those used for the actual job are set in a special Working area (called vestibule).	<ul style="list-style-type: none"> • The main advantage of this method is that the trainer or worker can emphasize theory and use the proper techniques Rather than output.
<i>Classroom Training</i>	Classroom training is conducted off the job and is probably the most familiar training method. This training is an effective means of imparting information quickly or large groups with limited, or no knowledge of the subject being Presented.	<ul style="list-style-type: none"> • This training is more frequently used for technical, professional and managerial Employee.
<i>Workshops</i>	Here the trainees will be train together under the supervision of a trainer - typically involves explanation, examples, trying out the skill or method, reviewing what happens, and considering developments and alternatives	<ul style="list-style-type: none"> • Employees practice solving problems
<i>Demonstrations and Simulation:</i>	Demonstration may be carried out on the job or in a classroom. A demonstration in which the instructor actually shows the trainees how to do something has Wide application.	<ul style="list-style-type: none"> • Employees learn by doing and are prepared for possible situations at work

- Practical or more realistic Application of the learning.

Conferences and Seminars:

Under this method, Group discussions, exchange of ideas and opinion take place.

This helps the participant's
Developed leadership qualities.

Two-way communication in this method proves to be effective.

3.2.10 Training preparation Process:

Preparation

This is the most lengthy and critical part of the total training function. By comprising so many small parts this preparation is done. In this part the most important aspects are:

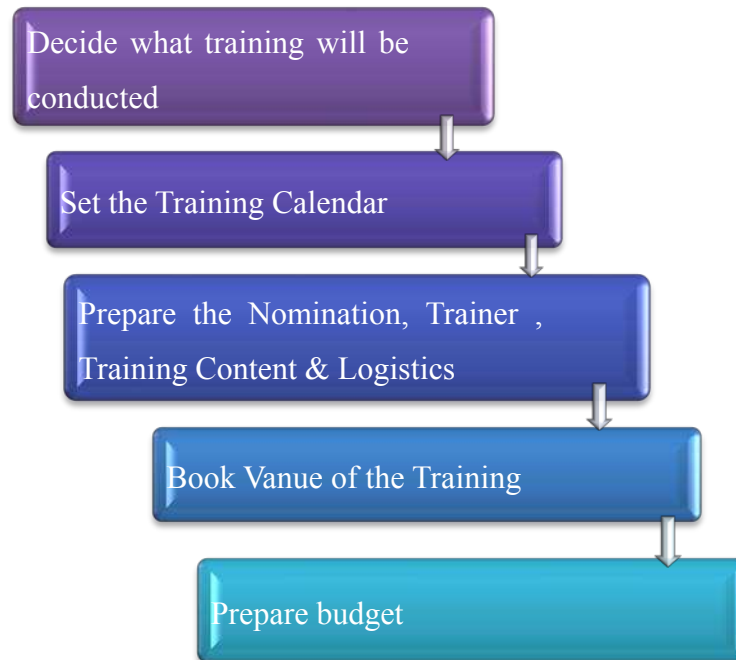


Figure: Training Preparation process

At first the training team decides what trainings need to be conducted in the coming year. Every year there is some training which needs repetition. To make the process simple the training team divides the total period into different quarters; the actual dates are finalized later; based on this quarterly estimation a full training calendar is prepared. However this training calendar needs modification for different emergency or other purposes.

The nomination for the training actually from the improvement areas identified which comes out from the performance appraisal. After the nomination the trainees are informed before the training is conducted by locking the Microsoft Outlook Calendar. Selecting the venue of the training depends on the nature and the number of the trainee. Based on all the aspect the total budget of the training is set. HR function of Incepta, mainly prepares this budget for those training which are prepared by the HR training team.

3.2.11 Training Program Design:

3.2.11.1 Course Parameter of Training

Course title	Training on L/C procedures for import & export with practical exercise
Target Audience	Managers & Executives
Purpose	Preparing managers and Executives to develop their competency of L/C
Goals	Managers and Executives will be able to develop a effective task of L/C
Total Time	8 hours (2 days for 2 groups)
Number of participants per session	20-25 (in each group)
Location	HR Training room
Room arrangement	Fan type
Material and equipment needed	Computer, Multimedia projector, pen, note pad
Prerequisites	At least 2 years experience with organization
Evaluation	Role playing and developing sample training package
Instructor	As per management decision

3.2.11.2 Sample Training schedule named Export-Import through L/C: 1st Day, Group (All Managers)

Time	Lesson outline	Instructor activity	Trainee Activity
9:30- 10:00 am	Introduction & Discussing about the current International	Presentation	Listening
10:0- 10:30 am	Discussing about the introduction to L/C	Presentation	Listening
10:30- 11:00 pm	Discussing about Types of L/C	Presentation	Listening
11:00-11:30 pm	Break		
11:30- 1:00 pm	Board view about L/C procedures	Presentation	Listening
1:00-2:00 pm	Lunch & prayer Break		
2:00-5:00 pm	Discussion; Question& answer session	Answer questions	Questions

Sample of a Detailed Lesson Outline: 2nd Day, Group (All Officers)

Time	Lesson outline	Instructor activity	Trainee Activity
9:30- 10:00 am	Introduction & Discussing about the current International	Presentation	Listening
10:0- 10:30 am	Discussing about the introduction to L/C	Presentation	Watching and Listening
10:30- 11:00 pm	Discussing about Types of L/C	Presentation	Watching and Listening
11:00-11:30 pm	Break		
11:30- 1:00 pm	Board view about L/C procedures	Presentation	Watching and Listening
1:00-2:00 pm	Lunch & prayer Break		
2:00-5:00 pm	Discussion; Question& answer session	Answer questions	Questions

Constraints/Challenges and Proposed course of action for Improvement

4.1 Constraints or problems

There are some constraints or problems that I faced in the organization during my internship program. That constraints or problems are described below:

4.1.1 Work related:

5.1.1.2 Problems in adjustment with the organization's environment:

The first problem I faced during my internship program was to adjust with the environment of the organization. This problem took place during entry level. When I entered into the organization the environment was fully new and the people were unknown to me. The environment of the university and the organization was fully opposite. First day when I arrived in the organization I introduced with a few people. It took all most one week to adjust with the environment.

4.1.1.2 Political Unrest:

During my internship period political condition of our country was bad. We got ten days Strike (Hartal) which was so risky for me to attend at my office. But I attend so many days in my office and I went to different places in Hartal which was so risky to me.

4.1.1.3 Gave some sensitive work:

They gave me so many sensitive works which I have seen first time ever in my life. So it was difficult for me to adjust with those tasks.

4.1.2 Organization wide:

4.1.2.1 Lack of Skill:

Incepta Pharmaceuticals ltd is growing aggressively but many employees are not adapting with this growth. So some lack of skill arises among employees.

4.1.2.2 Internal Recruitment process:

Incepta Pharmaceuticals Ltd most of the employees have been recruited by internal. Recruitment process is not clear in here. It causes loss of many skillful candidates.

4.1.2.3 Performance evaluation System:

As a growing organization Incepta evaluate the performance on basis of rating scale. They need to follow 360 degree method for future evaluation.

4.1.2.4 KPI System:

Incepta is trying to build up proper KPI. That's why they can't evaluate the performance on the basis of KPI at present.

4.1.2.5 Training Outcomes:

The trainings are organized to fine tune the knowledge, skill and job behavior of the employees which will reflect in terms of achieving organizational goals. Incepta assessing the outcome or the effectiveness of the training for some training; however as the organization will grow the investment on the trainings will also increase, in this scenario in the coming days it will be curtail to identify the outcomes against the investments made.

4.2 Course of Action for Improvement

Some constraints I discussed above from them one is most important to me, that is evaluate the training outcomes because this is related to my topic. That is why in this part of this paper a comparison is made with a model to assess the outcomes of the trainings in Incepta Pharmaceuticals Ltd. There are several models which allow me to do so; however here Kirkpatrick Model is used for the outcome evaluation.

Kirkpatrick Model

The Kirkpatrick Model of Training Evaluation which measures the four kinds of outcomes that s results from a highly effective training program. Donald Kirkpatrick has developed this very popular evaluation model that has been used since the late 1950s by the training community.

Each successive level of evaluation builds upon the evaluations of the previous level. Each successive level of evaluation adds precision to the measurement of effectiveness but requires more time consuming analysis and increased costs.

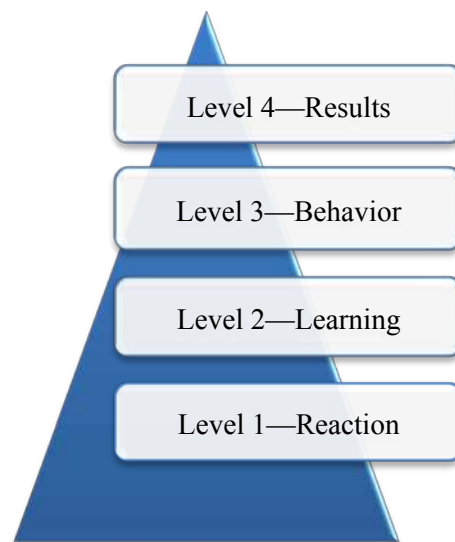


Figure: Kirkpatrick's Four Levels of Evaluation

Level 1—Reaction

Here the goal is to measure participants' reactions to the training program. The measure would be on their reactions immediately after the program. Level one evaluation should not just include reactions toward the overall program it should also include measurement of participants'

reactions or attitudes toward specific components of the program, such as the instructor, the topics, the presentation style, the schedule, audiovisuals, etc. In Incepta the training team measures the reaction by using the feedback sheet where every component is scored with the help of the Rating Scale. Furthermore, in the current process of Incepta, each of these components is further broken down into sub-components for evaluation; such as participants are to evaluate specific characteristics of the instructor, the presentation, etc.

Moreover the training team of Incepta emphasis on learning and transfer of learning, it occurs when participants have positive attitudes toward the training program. As a result, it is important to determine participants' reactions to the training program. A part from that, positive reactions are important because managers are more likely to eliminate unpopular training programs. Finally, the measurement of specific aspects of the training program can provide important information about what aspects of the training program can be improved in the future.

Level 2—Learning

In this level the goal is to determine what the training program participants learned during the training event. Every training instructor has specific learning objectives, and according to the objective learning outcomes can include changes in knowledge, skills, or attitudes. Some training events emphasize knowledge, some will emphasize skills, some will emphasize attitudes, and some will emphasize multiple learning outcomes.

In Incepta Knowledge is typically measured using instructor constructed —achievement tests||; in any training these tests are usually criterion-referenced. In any criterion-referenced tests the main focus is to find out whether trainees have mastered one or more learning objectives and these tests include a cutoff point such as pass and fail. However in a criterion-referenced test, the potential items that measuring the content, are examined by panel of experts. The training team arranges a test for some training which is fill up by the trainees along with the feedback sheet where the test are prepared with the help of training team and with the help of other experts.

Skills typically require some kind of motor or manual response from the trainee's part; as a result, a performance analysis is used generally to assess the skill in Incepta. Noticeably here the goal is to determine whether each person can perform the skills they have been taught in the training event. For example in the presentation training if the learning objective was to learn how

to make effective public speeches. In Incepta this type of skill test is taken by the respective department.

Finally attitudes are measured with the help of questionnaires similar to the questionnaires described for level one evaluation. Participants give their ratings for various items on the Rating Scale. Specifically there is no such evaluation sheet to assess the attitude of the trainees' in Incepta except the observation of the supervisors.

Level 3—Behavior

In level three the main focus is the change in on-the-job-behavior after attending the training program. Here we can come to know whether the change occurred or not and if not why it did not happened. Also Level three evaluations specifically involve measuring the transfer of knowledge, skills, and attitudes from the training context to the workplace. As a result level three is often harder than level one and level two evaluations because behavior changes at the workplace are often harder to measure than reaction and learning.

In the performance evaluation process of Incepta they have a separate section to analyze the current job behavior of the trainee which filled up by the supervisor on the basis of observation and what also the improvement area. On the other hand Incepta especially gives focus on the training factors and workplace factors to make the transfer of the training.

Factors in the training program that facilitates transfer of learning in Incepta:

- Trainers Provide real world examples and actual experience performing and practicing the behaviors.
- Principals are discussed behind the behavior
- Explanation are to the importance and applicability of the future on-the-job behaviors
- The organizational culture and climate support change.
- The trainees' direct supervisor and others with whom they works

Level 4—Results

Here we can measure how effectively the training is influencing the business goal achievement. In general, people see level four outcomes as return on training investment (ROI) but it can be more than that, such as the well-functioning of the company. However, at the end of the day, it shows the direct effect on financial outcomes at some point in the future. However, in Incepta, ROI is the parameter for some training to find out the ultimate outcome, especially in the area of business and functional trainings.

Here are some examples of different kinds of level four outcomes considered in the company:

- Higher productivity
- Reduction in turnover
- Reduction in scrap rate
- Increased sales
- Fewer accidents
- Increased profits

However, the training team of Incepta finds it difficult to measure the level four evaluations, because there is no firm evidence that a training program was the key or only source that produced the level four outcomes. It is hard to isolate the effect of the training program because there are usually many additional causal variables operating on the level four outcome variables. For these reasons, the evidence obtained from level four evaluation is usually weaker than the evidence obtained from lower level evaluations, especially levels one and two which are relatively easy to document.

Lessons Learned From the Internship Program

5.1 Supporting work

As my fulfillment of the Requirements for the Degree of Bachelor of Business Administration (BBA) I joined in HR Department of Incepta Pharmaceuticals Ltd. as an Intern. I am working there as an intern so I don't have to handle any core responsibilities. I only look after the supporting work, like:

Training and Development Division:

- Prepare the Nomination
- Training Content & Logistics
- Set the training calendar

In selection and recruitment division:

- Calling Interview for Selected Participants
- Coordinating Interviews
- Coordinate and help new employees to complete joining procedures
- Updating the files of existing employees
- Creates new employees files

Payroll Division:

- Sometimes took pay order from Bank for employee payment.
- Beside above activities as my first join to corporate office as an intern, I mainly learn about corporate culture that how to cope up with corporate life.

5.2 Implication to Organization

- Incepta Pharmaceuticals Limited is very well reputed pharmaceuticals company.
- Incepta Pharmaceuticals Ltd gradually reducing rating differences with Square Pharmaceuticals Ltd.
- Most of the officers are experienced and skilled in Incepta Pharmaceuticals Ltd.
- All employees work as a team. That is very good sign in this organization.
- While taking a decision, Management personnel of Incepta Pharmaceuticals Ltd. take suggestions from each of their officers. Through this discussion, Management Personnel can have several options to implement the decision.

5.3 Implication to university

- The goodwill of AIUB helped me to get internship at Incepta Pharmaceuticals Limited.
- Environment and discipline of AIUB is very helpful for adapting with organization situation.

Concluding Statements

Conclusion

In this ever changing context of global business it is necessary to fine tune the knowledge skill and behavior of the employees to meet the business goals. Moreover it is not only the need of the organization but also the concern they grow and enhance their experience for the betterment of their career. In this regard the objective base and performance driven activity of the training function of Incepta Pharmaceuticals Ltd. is very well aligned with the organization goal and helping a lot to achieve it. However, up to this stage of their business their training function is performing well but it needs to be more comprehensive and more dynamic to evaluate its outcomes.

From the above discussion we can easily understand that Incepta Pharmaceuticals Ltd. is one of the leading pharmaceutical Company of Bangladesh. It covers the whole Bangladesh and other above 40 countries by its products. There are many products Incepta are available in Market. At this moment the company is in growing position. But the strategies of the company will make the company “one of the best” pharmaceutical company of Bangladesh.

Recommendations

- For training and development supervisors should be more accountable to his/her senior.
- Result of training and return on Investment is not measured carefully. That's why the training will be just wastage of money.
- Incepta mostly use on the job training, they should use both on the job and off the job training for better working performance of their employees.
- Method for Performance evaluation should be developed
- IPL should build up KPI for all department for performance evaluation and more productivity

Suggestions for Improvement

Guideline 1: For measuring Result of Training and Return on Investment carefully they need use *Kirkpatrick Model* which I shown in this paper.

Guideline 2: For future Performance evaluation they can use 360 Degree method. Then they can evaluate accurately.

Guideline 3: For build up a strong KPI they can recruit a specialist on KPI.

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Book:

- Employee Training and Development by **Raymond A. Noe**

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