INTERNSHIP REPORT ON

"Training & Development Practices of Square Pharmaceutical Ltd."

Prepared For:

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LETTER OF TRANSMITTAL

30th September, 2013

Md. Fazley Elahi Chowdhury
Assistant Professor
BRAC Business School
BRAC University
Mohakhali, Dhaka.

Subject: **Submission of Internship Report.**

Dear Sir

I have the honor to state you that, I have prepared this report on the "Training and Development Practices of Square Pharmaceutical Limited". I request you to receive the report prepared by me on the basis of my findings.

I tried my level best to complete this report properly and to produce a meaningful report within all the constraints. I concentrated on areas that I believed would be the most relevant to make the report coherent as well as practical as possible.

It was a great pleasure for working on this report to learn some real life lessons and firsthand knowledge on Human Resource Management. I would be glad to furnish you with any clarifications, if required. I therefore submit it, hoping that you would excuse the minor flaws.

Thank You.

Sincerely Yours

_____
Manar Mostafa Dewan
ID: 09104008

Letter of Endorsement

This is to certify that the report has been thoroughly and carefully read and recommended to the faculty of Business Administration for acceptance of final Report by Manar Mostafa Dewan, ID: 09104008. She has successfully completed her internship program under my supervision. She has written her internship report on *"Training & Development Practices of Square Pharmaceuticals Ltd"* as a requirement for the degree of Bachelor of Business Administration in Human Resource Management of BRAC University.

....
Md. Fazley Elahi Chowdhury

Assistant Professor

BRAC Business School

BRAC University

Acknowledgement

I was given the opportunity to prepare a project for my internship course under the supervision of our honorable course supervisor of Internship. It was a great opportunity for me to augment my knowledge about analyzing critical data and information. This report would have been incomplete without the help of certain people. The purpose of this part of the report is to pay a tribute to all of those cooperative people who gave their precious time to help me and without whose assistance it would have been impossible to finish the report.

First of all, I would like to thank and express my gratitude to Md. Fazley Elahi Chowdhury, Assistant Professor; BRAC Business School; BRAC University, for his invaluable feedback and support. Then comes the contribution made by all those respondents (employees) who attended the survey. Without their valuable input, this report and research could not have been successful. Also, the special co-operation of Mr. Md. Ishfaqur Rahman and Mrs. Tania Sultana (D & T), along with the other members of the Square Pharmaceutical's HR department was truly appreciable.

In the end, it is necessary to mention that, this report is the result of days of hard work, I am thankful to the people who have contributed greatly behind the completion of the report. Without their help, this report would not have been even completed within the deadline, let alone being a successful and helpful one.

Preface

Square Pharmaceuticals Ltd is the flagship company of Square Group. In stark contrast to its present stature, Square had a rather humble beginning. The company started out as a small scale pharmaceutical venture at Pabna, a small town in Northern Bangladesh. It was a effort of four young enterprising men who gave us a great revolution. It brings not only an economical change in our country but also showed us the way to being entrepreneur. To cope up the entire hurdle and to maintain the success they had to manage the employees in an innovative way. To keep up the good work they followed the Training and development system, they realized this could make their employees more skillful with the changing time, which is really necessary to cope up the challenges to be stable in no-1 position. The report at hand is the outcome of an in-depth study of the Training and Development system of Square Pharmaceuticals Limited. The report is a requirement for the partial fulfillment of BBA graduation program at BRAC University. The internship period ran from the 21st June to 21st September, 2013.

Main reason of this study is for familiar with the practical knowledge about the Training and Development process which followed by Square Pharmaceutical Ltd. To **SQUARE**, human resource is the key to all success. As an HR major student, this study will provide me with abundant information and practical knowledge on how human resources of both corporate offices as well as on-field operations are dealt with through T&D programs. The focus though is more on the executive level.

This study will prepare me for facing and managing any type of environment and group of people, regardless of class, income level, age, gender, technical knowhow, and educational level.

Executive Summary

For my internship program, I got the opportunity to work at one of the best performing pharmaceuticals companies in Bangladesh. I was placed in the corporate head quarters of Square Pharmaceuticals Ltd., the parental company of Square Group. There I got an idea about how things work in a corporate office and how the HR activities, especially training and development initiatives are implemented in a company.

The research paper primarily focuses on the T&D initiatives undertaken to expedite organizational development of the company. This report points out the existing conditions regarding employee training, the strengths, weaknesses, and possible solutions for improving employee development initiatives for the company. The report also emphasizes on relating generally accepted theories and models of training to actual existing T&D processes in a company, especially a manufacturing that involve both corporate employees and field forces.

As I was placed in the CHQ, the report mostly concentrated on evaluating the development initiatives of the CHQ executives, senior executives and managers that in turn facilitate organizational development in Square Pharmaceuticals Ltd. The report focused on finding positive or negative relations between training initiatives and organization development to show employee training & development as the main catalyst and facilitator of company productivity and progress. Some comparisons and research was also done on the non-executives and field forces to gain better understanding of the level of input given for training initiatives, both internally and externally.

The research has resulted in the following outcome: Square Pharmaceuticals Ltd. has a strong and on-going employee training and development program, but it still needs to enhance it processes and justify its capabilities by overcoming the following drawbacks:

- Instance feedback mechanism and more frequent evaluations
- More external training initiatives monthly
- More areas and topics for training
- Larger and more attractive training areas/rooms at the CHQ

BRIEF CONTENTS

LIST OF ABBREVIATION

PMD	Product Management Department.
AM	Area Manager.
FS	Field Supervisor.
TR	Tour Program.
DCR	Daily Call Report
DSE	Dhaka Stock Exchange.
SPL	Square Pharmaceuticals Limited.
MRA	Market Research Assistant.
MPO	Medical Promotion Officer.
SMPO	Senior Medical Promotion Officer.
MG	Manager.
GM	General Manager.
PPO	Product Promotion Officer.
SDO	Sales Development Officer.
SSDO	Senior Sales Development Officer.
TNA	Training Need Analysis.
SPO	Sales Promotion Officer.
SSPO	Senior Sales Promotion Officer.
TM	Territory Manager.
MP	Market Promoter.
FM	Field Manager.
FAT	Factory Assessment Training
CGMP	Current Goods Manufacturing Training
CHQ	Corporate Head Quarter
SAP CO	System Application & Product Cost Controlling.
LC	Letter of Credit.

"**Training & Development Practices**"

Chapter - 1

Introduction to the report

1.1 Introduction:

Square Pharmaceuticals Ltd has been holding the first position in Bangladesh pharmaceuticals market since 1985. Since the inception in 1958, SPL has been thriving hard for achieving higher quality standard. Yet again, the resent trend of globalization opened a new horizon of market outside the country, which requires more quality features in products and higher productivity. To gain higher productivity and quality SPL has been providing training to its employees. This report has been prepared to reveal, whether there is any positive relationship between training and employee performance in Square Pharmaceuticals Ltd.

1.2 Origin of Report/ Background:

This report has been originated as the course requirement of the BBA program, BRAC Business School, BRACU University. Since practical orientation is an integral part of the BBA degree requirement, to prepare this report I have to accommodate my internship program at Square Pharmaceutical, a reputed Pharmaceutical company in Bangladesh. From education the theoretical knowledge is obtained from course of study, which is only the half way of the subject matter. Practical knowledge has no alternative. The perfect coordination between theory and practice is of paramount importance in the context of the modern business world now days. Internship program brings a student closer to the real life situation and thereby helps to launch a career with some prior experience.

During the internship program, students are required to prepare a report on the organization where they have been attached. I am working in the Human Resource department of the organization and have come across with different function of Training & Development, as I am working in the Training & Development section of HRD.

1.3 Objective & Purpose:

This report has been prepared primarily for the fulfillment of the Human Resource Management course, which is an essential part of the BBA program of BRAC University.

The objective of this report is:

1. To know about the Square Pharmaceuticals Ltd. and its HR practice.
2. To find out the kinds of training provided by SQUARE to its employees.
3. To look on the frequency of training provided by SQUARE to its employees.
4. And finally whether the training provided by the organization has any impact developing the employee.

1.4 Sources and Methodology:

Data Types:

Both primary and secondary information have been used to address the study objectives.

Primary Sources

1. *Questionnaire & Survey:* A questionnaire has been prepared and presented for the executives, as they are the main focus of the report. The survey outcomes have been presented in the "Analysis and Interpretation of Data" chapter of the report in forms of tables and charts. The charts have been used to show relations and comparisons that would assist in answering the issues raised in the objectives and problem statement. All the respondents for the survey had at least 1 training, whether internal or external. However, in case of an executive being a former non-executive, prior non-executive trainings are not counted.

2. *Manuals/Reports*: A lot of information has been extracted from the Training & Development Manual of SPL and Training Report 2012 of SQUARE. The Annual Report has also provided significant facts regarding the company.
3. *Official forms*: Forms like the TNA form and Employee Attendance forms as well as various files containing documentation of internal and external training programs have provided significant data on all types of training programs.
4. *Short Interview*: A short interview was taken of Mr. Ali Hussain, Sr. Manager, HRD-SPL, to learn about some important T&D systems and processes generally applied in the group and in the company.

Secondary Sources

These sources were mainly used for "Literature Review" chapter for theoretical knowledge on Employee Training & Development in general and SPL's applications in reality. Sources included internet links of HR-based websites; SQUARE Pharmaceutical Ltd.'s website for background information; textbooks covered during curriculum study at AIUB for definitions and explanations and few online eBooks that have significant explanations of T&D work processes.

1.5 Scope:

Square Pharmaceuticals Limited is one of the leading organizations in Bangladesh. This organization has different departments, different products, different services and different customers. As an intern in the Corporate Headquarters of SQUARE Pharmaceuticals Ltd, I have got information and details regarding training initiatives limited to only to what I observed in the CHQ premises. The report covers the functions and the performance of the Human resource department of Square Pharmaceuticals Limited. The reason for choosing this organization is that I really want to learn something about Human Resource department from this organization and it's easy for me to communicate from my residence.

1.6 Limitations:

Primary limitation of the report is that it is based on facts, accumulated from word of mouth, while consulting secondary data. Some information presented in the report may be biased, as people tend to avoid their own limitation regarding their job and tend to hold other departments responsible for drawbacks of their own. As the report is not a comprehensive one, rather based on a single facility of *Square Pharmaceuticals Limited* and also based on a limited number of department employees so any ultimate decision may not be drawn about the whole organizations training facility.

Chapter- 2

Overview of the Organization

2.1 Internal Analysis:

Square Pharmaceuticals Ltd. **(SPL)** is the leading Bangladeshi pharmaceutical company and it is the most successful venture as well as the 'Flagship Company' of the 'Square Group', a renowned local business conglomerate. Square is a group of more than 30 companies that are operating in the nation. Most of these companies are renowned around the nation for their quality product / service and most of all their transparent and ethical business policies.

SQUARE today symbolizes a name – a state of mind. But its journey to the growth and prosperity has been no bed of roses. From the inception in 1958, it has today burgeoned into one of the top line conglomerates in Bangladesh. Square Pharmaceuticals Ltd., the flagship company, is holding the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now on its way to becoming a high performance global player.

SQUARE Pharmaceuticals Limited is the largest pharmaceutical company in Bangladesh and it has been continuously in the 1st position among all national and multinational companies since 1985. It was established in 1958 and converted into a public limited company in 1991. The sales turnover of SPL was more than Taka 5 Billion (US$ 90 million) with about 15% market share (April 2003 – March 2004) having a growth rate of about 16%.

2.2 Looking Beyond the Horizon:

SQUARE Pharmaceuticals Limited has extended her range of services towards the highway of global market. She pioneered exports of medicines from Bangladesh in 1981 and has been exporting antibiotics and other pharmaceutical products. This extension in business and services has manifested the credibility of Square Pharmaceuticals Limited.

2.3 Corporate History:

The company was founded in 1958 by Samson H. Chowdhury along with three of his friend as a private firm. It went public in 1991 and is currently listed on the Dhaka Stock exchange. Square Pharmaceuticals Ltd., the flagship company, is holding the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and it has been continuously in the 1st position among all national and multinational companies since 1985. Square Pharceuticals Ltd Is now on its way to becoming a high performance global player.

Year	Event
1958	Debut of SQUARE Pharma as a Partnership Firm.
1964	Converted into a Private Limited Company.
1982	Technical Collaboration with Janssen Pharmaceuticals, Belgium, a subsidiary of Johnson and Johnson International, USA.
1987	Licensing Agreement signed with F. Hoffman-La Roche & Co Ltd., Switzerland.
1991	Achieved market-leadership in the pharmaceutical market of Bangladesh among all national and multinational companies.
1994	Pioneer in pharmaceutical export from Bangladesh.
1995	Converted into a Public Limited Company
1997	Initial Public Offering of shares of SQUARE Pharmaceuticals Ltd.
1998	Chemical Division of SQUARE Pharmaceuticals Ltd. starts production of Active Pharmaceutical Ingredients (API).
2001	Won the National Export trophy for exporting pharmaceuticals.
2004	Agro-chemicals & Veterinary Products division of SQUARE Pharmaceuticals starts its operation.
2005	US FDA/UK MCA standard new pharmaceutical factory goes into operation built under the supervision of Bovis Lend Lease, UK.
2007	SQUARE enlisted as UNICEF's global supplier.
2009	New State-of-the-Art SQUARE Cephalosporins Ltd. goes into operation; built under the supervision of TELSTAR S.A. of Spain as per US FDA/ UK MHRA requirements.
2012	SQUARE Pharmaceuticals Ltd., Dhaka Unit gets the UK MHRA approval.

2.4 SQUARE Concerns:

As part of SQUARE, one of the all-time leading Bangladeshi conglomerates, SQUARE Pharmaceuticals Ltd.'s sister concerns not only present a large quantity of companies but also a rich range of product lines. The SQUARE Concerns with their logos are given as follows:

The various SQUARE concerns

- SQUARE PHARMACEUTICALS LTD.
- SQUARE TEXTILES LTD.
- SQUARE SPINNINGS LTD
- SQUARE TOILETRIES LIMITED
- SQUARE CONSUMER PRODUCTS LTD.
- SQUARE Knit Fabrics Limited
- SQUARE Fashions Limited
- SQUARE INFORMATIX Limited
- SQUARE AGRO DEVELOPMENT & PROCESSING TLD.
- SQUARE HOSPITALS LTD.
- maasranga television CEUTICALS LTD.
- Aegis Services Ltd.

2.5 Founder Chairman's profile

Late Mr. Samson H Chowdhury was born on 25 September, 1925. After completing education in India he returned to the East Pakistan and settled at Ataikula village in Pabna district where his father was working as a Medical Officer in an outdoor dispensary. In 1952, he started a small pharmacy in Ataikula village which is about 160 km off capital Dhaka in the north west part of Bangladesh .Mr. Samson H Chowdhury then ventured into a partnership pharmaceutical company with three of his friends in 1958. When asked why t5he name SQUARE was chosen he remembers-"We named it SQUARE because it was started by four friends and also because it signifies accuracy and perfection meaning quality" as they committed in manufacturing quality products.

His unfortunate demise occurred on 5th January, 2012.

The current picture of the Top Management of SPL is as follows:

Management Committee	
Mr. Tapan Chowdhury	Managing Director
Mr. parvez Hashim	Member
Mr.M. Ashiqul Hoque Chawdhury	Member
Mr. Muhammadul Haque	Member
Mr. Md. Kabir Reza, FCMA	Member

2.6 Mission, Vision, Goals & Functions of the Company:

Mission

The Company's mission is "to produce and provide quality and innovative healthcare relief for people, maintain stringently ethical standard in business operation also ensuring benefit to the shareholders, stakeholders and the society at large."

Vision

The company views "business as a means to the material and social wellbeing of the investors, employees and society at large, leading to accretion of wealth through financial and moral gains as a part of the process of the human civilization."

Objectives

Their objectives are "to conduct transparent business operations within the legal & social frame work with aims to attain the mission reflected by our vision."

Corporate Focus:

To emphasize on the quality of product, process and services leading to growth of the company imbibed with good governance practices are the main corporate focus.

Business Slogan

Square Pharmaceuticals Limited always upholds the dictum: **"**Dedicated to advanced technology."

The Corporate Slogan

Square Group of industries has a common corporate Slogan which is: "Jibon Bachatey, Jibon Sajatey."

2.7 SQUARE STRIVE FOR:

- Above all, for top quality health care products at the least cost reaching the lowest rungs of the economic class of people in the country. SQUARE values our social obligations.
- SQUARE owe to its shareholders and strive for protection of their capital as well as ensure highest return and growth of their assets.
- SQUARE strive for best compensation to all the employees who constitute the back-bone of the management and operational strength of the Company through a pay-package composing salary/wages, allowances, bonus, profit participation, leave salary and superannuation & retirement benefits.
- SQUARE strive for best co-operation of the creditors & debtors the banks & financial institutions who provide financial support when it needs them, the suppliers of raw materials & suppliers who offer it at the best prices, the providers of utilities-power, gas & water etc. and the customers who buy its products & services by redeeming their claim in time by making prompt payment and by distributing proper product on due dates.
- SQUARE strive for fulfillment of its responsibility to the Government through payment of entire range of due taxes, duties, and claim to various public agencies.
- SQUARE strive, as responsible citizen, for a social order devoid of malpractices, anti-environmental behaviors, unethical and corruptive dealings.
- SQUARE strive for practicing good governance in every sphere of activities covering inter alliance not being limited to, disclosure & reporting to shareholders holding AGM in time, distribution of dividends and other benefits to shareholders, reporting/dissemination of price sensitive information, acquisition of share by insiders, recruitment & promotion of staff, procurement & supplies, sale of assets etc. all that directly and indirectly affect the interest of concerned groups – the shareholders, the creditors, suppliers, employees, government and the public in general.

2.8 Hierarchy of the Organization:

The company is divided into two general hierarchical categories or levels: executives and non-executives. These two levels are further divided into various grades.

Non Executive Grade Division & Designation

Grade	Designation
B-1	Officer
B-2	Junior Officer
B-3	SR. Officer Assistant/ SR. LAB Analyst
B-4	Office Assistant/LAB Analyst
B-5	Driver
B-6	Peon/Driver
B-7	Peon

Managerial & Executive Grade Division & Designation

Grade	Designation
M-1	D.M.D.
M-2	Executive Director
M-3	Executive Director
M-4	Director
M-5	General Manager
M-6	D.G.M.
M-7	A.G.M.
M-8	Manager
M-9	Manager

M-10	Manager
M-11	Manager
M-12	Sr. Executive
M-13	Sr. Executive
M-14	Executive
M-15	Executive
M-16	Executive

For the Sales department, the hierarchy reflects a slightly different picture:

Sales Department Hierarchical Levels	
Grade	Designation
M-1	D.M.D.
M-2	Executive Director
M-3	Executive Director
M-4	Director-Sales
M-5	General Manager
M-6	D.G.M.
M-7	A.G.M.
M-8	National Sales Manager(N.S.M.)
M-9	National Sales Manager(N.S.M.)
M-10	Manager-Sales

M-11	Manager-Sales
M-12	Regional Sales Manager (R.S.M.)
M-13	Regional Sales Manager (R.S.M.)
M-14	Territory Manager (TM)
M-15	Senior MPO (SMPO)
M-16	Medical Promotion Officer (MPO)

2.9 SPL's Departments:

As the leading market share holder in its industry, the 2nd most profitable pharmaceuticals company, and one the best conglomerates in the country, SPL composes of various departments, some of them being "cross-functional" due to operational requirements. The number of departments shows the complexity the SPL management has to go through to make the company work in sync.

The departments are as follows:

- Product Management Department (PMD)
- Sales Department
- Medical Services Department (MSD)
- Accounts & finance Department
- General Service Department (GSD)
- Information Technology (IT) Department
- International Marketing Department
- Marketing Supply Chain Management
- Technical Service Department (TSD)
- Distribution Department
- Human Resources
- Share & Corporate Affairs
- Supply Chain Management

- Quality Assurance

- Engineering

- Production

- Product Development & Validation

- Internal Audit

- Quality Management & Audit

- Market Research & Planning Cell

2.10 The Human Resource Department:

SQUARE, with its progressive business outlook, believes and practices corporate work culture with a classic blend of efficiency and equity. SQUARE believes in company growth by increasing efficiency level of employees and for that offering excellent environment and support for skill and knowledge up gradation. SQUARE values productivity as the spontaneous contribution of Human Resources. Strategic Human Resource Development Programs are the energy sources for SQUARE HR for running towards the zenith of success. Flow of clear and specific information and justification of queries play the vital role to ensure the market reputation of SQUARE as the most trusted and transparent company and it enriches the motivation level of HR who are the real contributors and owners of his/her own jobs. At SQUARE, HRD symbolizes the unique blending of professionalism as well as sharing the stress and success equally like a family where every member has deep concern, feelings and pride for their own company SQUARE.HR ensures the strong supporting role to develop & implement HR policy guidelines for ensuring uninterrupted operation and spontaneous participation to achieve organizational objective as well as fulfillment of employee needs. HR is maintaining an effective way to deal with labor union and still no unrest has been recorded as dispute Personnel working here are taking care of SQUARE as it is their own family.

The major functions implemented by this department are as follows:

1. Job evaluations and descriptions establishment

2. Recruitment and staffing policies and processes

3. Orientation and socializing new recruits and organizational members

4. Employee training and development facilitations and management

5. Employee performance management and evaluation

6. Compensation and benefits determination as per job evaluation

7. Talent retention strategies

8. Facilitating career development and enrichment of human resources

9. Maintaining and updating databases of manpower/personnel

10. Maintaining liaison and communication with past. present and potential employees

11. Going through capability and disciplinary procedures for further "actions" .With around 7500 employees, SQUARE Pharmaceuticals Ltd. also has to follow the above trends.

2.11 Human Resource : Practices & Climates:

SQUARE, with its progressive business outlook, believes and practices corporate work culture with a classic blend of efficiency and equity. *SQUARE* believes in company growth by increasing efficiency level of employees and for that offering excellent environment and support for skill and knowledge up gradation. *SQUARE* values productivity as the spontaneous contribution of Human Resources. Strategic Human Resource Development Programs are the energy sources for *SQUARE* HR for running towards the zenith of success. Flow of clear and specific information and justification of queries play the vital role to ensure the market reputation of *SQUARE* as the most trusted and transparent company and it enriches the motivation level of HR who are the real contributors and owners of his / her own jobs. At *SQUARE*, HRD symbolizes the unique blending of professionalism as well as sharing the stress and success equally like a family where every member has deep concern, feelings and pride for their own company *SQUARE*. HR ensures the strong supporting role to develop & implement HR policy guidelines for ensuring uninterrupted operation and spontaneous participation to achieve organizational objective as well as fulfillment of employee needs. HR is maintaining an effective way to deal with labor union and still no unrest has been recorded as dispute. Personnel working here are taking care of *SQUARE* as if it is their own family. Employee-employer relation is cordial and supporting always.

Chapter- 3

Training and Development

at SPL

3.1 Training in SPL:

SPL today stands for reliance. The foundation of this reputation lays resourceful manpower, updated technology and above all devotion. Devotion to humanity and commitment to program made the story a success. SPL with its solemn vow to uplift the community health stands in the forefront. LPL is not only dedicated to production but also ensures higher quality larger product range. And higher quality cannot be ensured unless the personnel related to production are properly trained.

SQUARE's HRD is tirelessly working on the continuous training; development and well-being of its members. Both in-house and outside organization training of employees are concomitant and ongoing process. For continuous monitoring and development, a highly scientific participatory Performance Management System (PMS) is in use for assessing employee need and appraising them once in each quarter of the year. Along with regular programs for HR Development *SQUARE* has number of Employee Relations Programs (ERP).

Good training lessens frustration and boredom between supervisor and worker. It contributes to improved human relations and raises morale. The improvement in skills increases productivity and lessens turnover. Through training, organization help make employees more loyal to the company. So, unless the product or service is the only one of its kind, we are looking for an edge, an advantage something special from the major competition. And training is one of the strongest tool through which a specialty can be created.

In today's marketplace, it's given that everyone want increased efficiency., better performance – that is a bigger piece of the pie. Yet virtually everyone is finding this more and more difficult to achieve. May be sheer number of competitors has increased.

Training also helps ambitious employees forge ahead in their own careers. On the other hand, better product increases customer satisfaction; lead to repeated business and large sales. When we develop employees potential these things are vastly related. Training is a leadership activity, which prepares individuals for their own future opportunities.

3.2 Training Management in Square Pharmaceuticals Ltd.

Objective:

It is needless to mention that employee training improves skills, and add to the existing level of knowledge so that the employee is better equipped to do his/her present job, and prepare him/her for a higher level of job with increased responsibilities. The management of Square Group (Pharmaceuticals) is not an exception to this people development concept.

Towards continuous improvement, Square Group is fostering training throughout the organizations. Currently various sister concerns are conducting training program in differently but an effort is in progress for conducting training in an organized fashion.

3.3 Purpose of Training:

Why training is required?

In today's marketplace, it's given that everyone want increased efficiency., better performance – that is a bigger piece of the pie. Yet virtually everyone is finding this more and more difficult to achieve. May be sheer number of competitors has increased. Perhaps growing price pressure is impacting customers' purchasing decision. Possibly the market is maturing, or the technology aging.

So, unless the product or service is the only one of its kind, we are looking for an edge, and advantage – something special from the major competition. And training is one of the strongest tool through which a specialty can be created.

Training also helps ambitious employees forge ahead in their own careers. On the other hand, better product increases customer satisfaction; lead to repeat business & large sales. When we develop employees potential these things are vastly related. Training is a leadership activity, which prepares individuals for their own future opportunities.

In Square Pharmaceuticals Ltd. for the proper and effective training of its employees it has a separate wing under the Human Resources Department which is headed by a Manager. This wing is called 'Human Resources Development and Training Wing'. Its prime concern is the training and development of SPL's employees. Some training (like the trainings of SPLs' field forces) are conducted directly by this wing and it is also responsible for coordinating all other training like in-house, external or overseas trainings.

3.4 Training needs can be grouped into the following two categories:

Reactive

Identify of existing weaknesses and reacting to remedy them.

Proactive

Preparation of employees to handle anticipated future changes both within and outside the organization. This is a longer-term approach, more oriented towards development.

3.5 The Training Cycle in SPL:

Developing an effective T&D program requires long periods of continuous and systematic approaches. For any company to be considered a successful T&D provider, it must follow a systematic process to carry on training initiatives. SQUARE Pharmaceuticals Ltd., the parental company of the SQUARE conglomerate, is no exception.

In general, training and development programs occur according to the company business plan and strategy and the HR policies and procedures. A training plan is developed, then a needs assessment, followed by program design (if conducted by company) and delivery and then finally monitoring and evaluation at different levels and situations.

One generally accepted effective training and development system composes of 7 steps, based on the principles of Instructional System Design (ISD), reflecting an ADDIE (analysis, design, development, implementation, and evaluation) system. The 7 major steps of the system are as follows:

1. Developing and determining training needs assessment
2. Ensuring trainee motivation for the training
3. Creating a learning environment conducive for training initiatives
4. Ensuring transfer of training
5. Developing an evaluation plan for training effectiveness and efficiency measurement
6. Selecting type of training and implementing

7. Monitoring and improving initiatives

1. **Training Need Assessment/Analysis (TNA)**:

A growing number of consulting companies and individuals specialize in helping clients identify their training needs. If a company is large enough and don't have the time or resources to engage in this process themselves, it may conduct training through training/consulting companies.

Methods of Needs Assessment:

Determining training needs involve the collection of data on both the current situations within the organization and its actual requirements. The techniques that have been used are:

- *Employee focus groups*: Generally implemented at larger firms, *employee focus groups* often represent the ideal first step to a needs-assessment process. You pull together a group of employees from various departments or levels of your organization. If time permits, you spend a day or two (possibly off-site) discussing as a group what your company needs to do to achieve its strategic goals and what skills are required to meet this challenge. In the event this time commitment isn't plausible, even a 2 to 3-hour session in a conference room at your company's offices can be illuminating.

- *Surveys and questionnaires*: Surveys and questionnaires are standard tools in the needs-assessment process. Depending on the size of your company, surveys may represent the most cost-effective approach to needs assessment. In a typical needs-assessment questionnaire, employees are given a list of statements or questions that focus on a specific skill. They're invited to indicate whether they think improvements in that area will enhance their ability to perform their jobs or advance in the company.

- *Observation*: Simply observing how employees are performing on the job and taking note of the problems they're experiencing can often give you insight into their training needs. Here again, you should be careful about the conclusions you draw. It's tempting when observing employees who are struggling with some aspect of their jobs to attribute the difficulty to a single cause — some problem that you can solved by scheduling a training program or by sending them to a seminar. This assumption is dangerous.

The first step that SPL takes is determining its training needs. Because training is considered a vital investment that impacts organizational development, the Human Resource Department has to understand who needs what training, at an individual as well as group level. Sending employees to unnecessary external trainings or conducting useless internal trainings not only wastes monetary resources but also wastes time for work processes. This leads to employee dissatisfaction and degrading of the working environment.

Analyzing training needs occur at three broad levels- organizational, task and individual. The first step of the assessment involves determining why specific training activities are required and putting the training within the appropriate organizational context (Mello, 2006). Surveys and written tests are standard tools for need assessment processes and determinations. Thus, SPL's HRD tries to ensure that the training programs fulfill company objectives and do not cross budget limitations. "The budget for training is like the control" says the AGM, Mr. Ali Hossain. "A training calendar is maintained so that investments and arranging of training programs don't hamper daily work progress and show us when and where to invest". This is the initial step toward developing an organization as deviating from company strategy and increasing unnecessary costs devalue T&D's role as a change agent.

The second step for the TNA is to understand the specific skills and knowledge required for particular tasks and positions. The job descriptions forms may help in this matter. This step also emphasizes on the setting for the training (on/off the job, in-house/outdoor, etc) and the probable mistakes that may deviate the intent of the program. At SPL, this is conducted both by the T&D executives and recruiting personnel, so that the nature of the job is aligned with the program.

Finally, trainees who need the training are determined via TNA forms that indicate their existing competencies, areas for improvement and the extent for improvement. The finally stage determines 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 solution of these questions by doing TNA.

While assessing the training needs of the employees the evaluator considers the following circumstances:

- **Promotion:** If management has any plan to give the employee a promotion he must perform some additional responsibility. In that case he must get comprehensive training to coupe up with the new position. So his supervisor (mostly the department head or section head) recommends for appropriate training.
- **Job Enrichment:** At times with the increase of work volume, employees need to be taking more responsibility than usual. In that case, someone may have to perform some duties previously performed by the employees from higher positions. But before that, that employee needs proper training to perform that duty. This is another reason to recommend training.
- **Job Rotation:** Especially in factory level, job rotation is a natural phenomenon. Mostly in production floor, 'assistant operators' (process machine operators) and 'operation helper' are rotated in specific intervals to give them an exposer in different machinery, which eliminates the risk of dependence upon few people who have got expertise on any particular machinery. But before an employee is rotated to another section, he/she has to be trained well. In SPL a lot of training is recommended considering the incumbent's upcoming Job Rotation.
- **Technological Advancement:** Technological advancement is a dynamic and inevitable process. Today's advance technology is no match for tomorrow's world. So *Square Pharmaceuticals Ltd.* has to upgrade its machinery frequently. With the incoming of new machines thus technologies, people related to that machine need to be trained on that new thing.

2. **Ensuring trainees' motivation for the program**

This step involves ensuring that the employees have the motivation and the minimum level of skills necessary to master training content. De-motivated trainees yield loss investments and negative reports for the training. Motivating suitable employees extrinsically as well intrinsically for the training is a must. HR personnel as well as supervisors pursue the employees by telling them the benefits of the training. They also ensure the employees most relevant to the area covered in training are encouraged. Surveys, aptitude tests and questionnaires help in this matter. This is something really emphasized in SPL's training process as majority of the employees tries to find excuses to not attempt in-house trainings due to apprehension of boredom.

3. Creating a learning environment conducive for training initiatives

It is extremely important to have a training room or center for trainings conducted by the company. Even if an external training institute conducts trainings, it's best to find institutes with good to excellent training environment, materials and place.

According to *ASTD Training and Development Handbook*, elements that need to be checked for evaluating a training room are as follows:

- *Noise:* possibility of disturbances from surrounding or adjacent rooms
- *Colors*: appropriate, decent coloring of the room (like blue, orange, yellow, etc.)
- *Room structure*: rooms square in shape are more suitable for hearing and seeing rather than other shapes
- *Lighting*: main source should be fluorescent supported by incandescent lights disseminated properly
- *Wall and floor covers*: solid, single colors are less disturbing
- *Ceiling*: checking for height (10 feet high is preferable)

The training rooms (two in no.) in the company's CHQ are quite contrasting in nature. The smaller one is very congested with 20 chairs but larger room has around 80. The smaller room is good for management training sessions that include only lectures with PowerPoint slides.

However, the Dhaka and Pabna Unit offices have large training halls and can cover around 200 people, with appropriate lighting and air conditioning.

It is best to create a learning environment as disciplined as possible, yet a friendly one; just like the one in a classroom. The following points highlight the reasons behind the belief:

- Research has shown that classroom disciplinary climate is associated with student performance and that self-efficacy is an important measure of productivity   and effectiveness.
- Teachers with "constructivist" beliefs about teaching are more likely to report good classroom disciplinary climate in many countries, but those who emphasize the "direct transmission" of knowledge in instruction are more likely to teach

classes with poorer disciplinary climate. Teachers who hold either of these types of beliefs strongly are more likely to report high self-efficacy.

- Structured teaching practices and student-oriented teaching practices are both associated with good classroom climate and teachers' self-efficacy in many countries. This is less true of other practices identified in the survey.

- Teacher appraisal is linked in some cases with self-efficacy, particularly when it involves public recognition of teachers' progress and is linked to innovative practices.

- More professional development is often associated with greater teacher self-efficacy but not generally with more orderly classrooms.

At SQUARE, the HRD keeps an inventory for its internal trainers or faculties who have at least some knowledge in particular fields. Subject matter experts are also available in forms of senior and experienced departmental managers. Appropriate materials like Power Point slides, articles from magazines and newspapers, manuals, etc are kept to backup the SMEs and also provide more knowledge to the acting faculties.

4. **Ensuring transfer of training knowledge upgraded to work competency**

Transfer of training refers to the effective and continuous application of learned competencies in their job or office hours. This is extremely important (perhaps the most important) as it justifies the whole investment in training. Failure to transfer training to work is not only demoralizing for the employees but also for the management and HR personnel responsible for the initiative.

Like any process or action, transferring training also requires a systematic, planned approach. One such approach is presented by a model developed by T.T Baldwin and J.K. Ford in *Personnel Psychology* (1988). This model considers various factors such as trainee characteristics, training design, and work environment that lead to maintenance of learned material and generalization of training to the job. Trainee characteristics include the trainees' motivation to learn and apply and their ability to convert their zeal into reality. Training design includes providing a learning environment and theories of transfer. The work environment includes factors on the

job that influence transfer of training including managers' support, peer support, technology support, the climate for transfer and the opportunity to use newly acquired capabilities on the job. All these factors facilitate transfer of training.

At SQUARE, training programs are arranged in such a way that employees have the opportunity to apply it on the job, whether through new work methods or adapting new organizational/departmental strategies.

Two other factors that facilitate transfer of training in SPL are its nature as a learning organization and its emphasis on knowledge management.

Developing an Evaluation Plan

This stage of the training process includes determining the objectives of the training; selecting an evaluation method; and determining and developing the cost-benefit analysis of the program or the ROI. Firstly, one has to know why the training is conducted or offered. Whether it will influence intellectual skill, behavior, cognitive skills, knowing laws, technical skills, current events, etc is all training objectives. Having a clear objective determines the whole flow of the training. Besides that, developing an evaluation form and method for the training is very important. Evaluating the trainees before the training and post-training is critical to the success of the program. The evaluation process usually involves the following steps:

1) Conducting a needs analysis
2) Developing measurable learning outcomes and analyzing training transfer
3) Develop outcome measures
4) Choosing an evaluation strategy
5) Planning and implementing the evaluation

An evaluation design maybe only post-training, both pre and post training or maybe done through comparisons with other groups including pre and post training. The following factors typically influence the type of evaluation design to be used:

- Can the program be changed?

- Does ineffective training affect customer service, product development or employee relations?

- The number of trainees involved

- Transparency of the program's results effects on organization culture

- Can a complex study be analyzed?

- Cost of the evaluation

5. Selecting and Implementing

After all the planning and designing issues are taken care, no one has to decide the type of trying to be implemented. Generally, companies conduct by themselves or by a third party agent (consultancy firm, training institute, contractual agent, etc). This decision depends on the following factors:

- State of the labor market

- Current workload in the company

- Internal resources and budget

These factors are taken care during the planning and designing stages. Flexibility is also maintained in case of inopportune changes to work schedules or market conditions. In-houses classes, internal/external seminars, learning via videos or manuals, outdoor training, assistant to position, etc are some of the generally accepted training and development methods applied in organizations. Training methods and types used in SPL are discussed later in this section.

6. Monitoring and Evaluating Training

Conducting post training evaluation and making appropriate changes as soon as possible is the ultimate key to success for employee developmental activities. Post training evaluations include surveys and questionnaires that let T&D personnel learn about areas for improvement and the benefits/losses regarding the training. These also provide information on ways to re-ensure transfer of training on work, whether through intrinsic or extrinsic rewards. Evaluation of training helps SPL know who needs what training in the future and where to invest more. Successful job performers provide a comparison on what they do differently than

unsuccessful job performers. It also helps the company compare productivity and profits before and after training, in their own analytic and strategic way.

3.6 Training Conducted by Human Resource Department:

The responsibilities regarding training that conducted by SPL's HRD are:

- **Selection of trainees:** HR Departments asks for names from respective departments for training. On receiving the names, the department prepares the final list of trainees and intimates it to the training wing and respective departments for the timely release of the trainees.
- **Arrange external training within the country:** while necessary, SPL sends its employees for training conducted by competent outside organizations. These trainings are coordinated by the HR Department.
- **Overseas Training:** All the overseas trainings are coordinated by the HR Department.
- **Training Record Maintenance:** Records of all trainings by the employees are maintained by the HR department in employees' personal file.
- **Field Forces Training & Development:** Each year, a significant number of Field Forces complete their induction training program and joined to their respective markets and appear at examination in every month for further development.
- **Territory Manager Training**: Twice in every year, mid-level managers of sales participate in the training program titled "Sales Territory Management" at a regular basis.
- **Distributions:** Every year a number of Distribution Assistants (DA), Data Entry Operators (DEO) go under induction training program immediately after initial recruitment.

3.7 Training Conducted by Training Wing at the HQ:

All the in-house trainings for the sales force and other management trainings are conducted by this department. The trainings related to sales are designed for the sales force consisting of:

- Medical Promotion Officer (MPO) : 40-50 working days
- Regional Sales Manager & Territory Managers: 2 working days every month.
- Depot In charge: 1 to 2 working days.
- Delivery Assistants: 2/3 working hour in a regular basis.

The Training Wing also conducts different management development programs using various mid and top management people as 'Resource Person' (SPL name for trainer).

3.8 Training Conducted by the Concerned Department at the Factory:

The most important trainings that are directly related to the product quality are conducted by the department. These trainings are conducted on specific tasks or technical issues of that particular department. In this case managers or an executive of that department plays the role of trainer.

As it is said before, GMP (Good Manufacturing Practices) is also sometimes referred to as "cGMP". The "c" stands for "current," reminding manufacturers that they must employ technologies and systems which are up-to-date in order to comply with the regulation. Systems and equipment used to prevent contamination, mix-ups, and errors, which may have been "top-of-the-line" 20 years ago, may be less than adequate by today's standards. Keeping that in mind all the training in the factory is designed and conducted to ensure strict compliance of "cGMP" throughout the manufacturing process.

cGMP Related Training:

- **Induction Training:** This is similar to orientation training. Every new entry undertakes this training. This training is coordinated and scheduled by the factory Human Resources Department (HRD). Basically it is a training aimed to give the new employee an overall view about the factory activities, activities of different departments, the activities of interacting departments with whom he would be dealing with and general rules and norms which is practiced in the factory site.

- **Quality Control (QC) Training:** QC personnel are the most important element of the manufacturing process. They have the responsibility and authority to approve or reject all components, drug product containers, closures, in-process materials, packaging material, labeling, and drug products, and the authority to review production records to assure that no errors have occurred or, if errors have occurred, that they have been fully investigated.

- **Equipment Oriented Training:** the handling of every equipment according to the Standard Operating Procedure (SOP) is very important to the product quality, such trainings are:

- **Equipment or plant installation:** These trainings are usually held under the supervision of the supplying company at overseas.

- **Standard Operating Procedure:** These are held for all new operators before they independently operate each machine. It also includes training on emergency or breakdown procedure.

- **Equipment cleaning and maintenance:** Training on how equipment and utensils shall be cleaned, maintained, and sanitized at appropriate intervals to prevent malfunctions or contamination that may alter the safety, identity, strength, quality, or purity of the drug product beyond the official or other established requirements.

- **Production and Process Controls Training:** There should be written procedures for production and process control designed to assure that the drug products have the identity, strength, quality, and purity they purport or are represented to possess. In this training trainees are trained have a thorough idea on these matters.

- **Laboratory Control Training:** Laboratory control training includes the establishment of scientifically sound and appropriate specifications, standards, sampling plans, and test procedures designed to assure that components, drug product containers, closures, in-process materials, labeling, and drug products conform to appropriate standards of identity, strength, quality, and purity.

SPL regularly conducts these types of training so that all the necessary procedures are well adapted to the employees. These trainings are conducted in a regular interval and in a pre-planned manner. Normally a quarterly schedule is prepared by the Quality Assurance Department and shared with the concerned departments for necessary participation and cooperation.

3.9 Others…

> **Safety Related Training:**

Safety is a very important issue in any manufacturing plant. SPL conducts a comprehensive training to ensure that factory employees are conversant with each and every aspect related to the safety of plant, equipment and personnel. Some of such trainings are:

- **Fire prevention and safety training:** This training is compulsory for all the employees of the factory. Theoretical training is followed by real life scenario fir fighting exercise. It also includes equipment shut down and evacuation procedures.
- **Emergency procedure training:** this training includes practical training related to machinery failure, toxic leakage etc.
- **Personal protective equipment training:** To ensure highest product quality, safety of personnel or safety from any other health hazard, factory workers inside the plant wears various protective clothing and equipment. This training aims to make the trainees conversant with all these equipment.
- **First Aid training:** this is also a compulsory training for all employees.

To combat any kind of emergency there is a team named as Emergency Response Core Team (ERCT), which is constituted by taking 2 members from each department. The purpose of this

team is to respond to any emergency irrespective of the place of action. This system eliminates any chaos or confusion during actual emergency. All the ERCT members undergo thorough training on each and every aspect of safety and emergency handling.

> **Management Development Training:**

These are the training conducted by the training department at the operational HQ or other institutions. Factory employees as and when required attend these trainings with the recommendation of the respective departments.

> **Training for Engineers:**

SPL has number of electrical, mechanical and civil engineers at different plants. Training for them is organized at outside organizations like Engineers' Institution, BUET etc.

3.10 Training Record Keeping:

In every facility of SPL each employee has his/her own training record file. In this file he keeps all his/her 'training record' for any regulatory purpose. These records are checked by department personnel and in few cases the buyers and auditors from different foreign regulatory representatives. The training records of the employees have another vital application. Whenever any promotion proposal for an employee is raised, the department head try to determine what type of skills and abilities he/she has and whether he/she has any technical know-how. In that case, training record is an effective document to determine the fact. That's why every employee must fill up a training record form after the training in case of in-house training and submit a report on the training immediately after in case of overseas and off house trainings.

3.11 Training Requests, Approvals & Authorization

Training Approval:

The approval of Training Requests has to be determined by the concerned department authority.

Payment Process:

- Trainer if hired from outside has to be appointed on-payment basis.
- Actual payment for the service is made using check or cash.

The training course must include the following:

❖ The course is deemed job-related.
❖ The manager proposes the training requesting approval and authorizes.
❖ There are sufficient funds to pay for the course.
❖ Good trainer.
❖ Proof that all funds are expended perfectly

3.12 TNA so far explained with a Case study:

Square pharmaceuticals ltd is very much aware about their training and development of their employees. They believe to maintain the success its necessary to improve or upgrade the employees with the changing time. To minimize the employees lacking and to maximize their skill SPL every year do this TNA. As we know this Training Need Analysis (TNA) only for the executives and above.

Mr. X and Mr. Y both is employee of Square Pharmaceuticals ltd, and they are in executive level .So they are the most important part for this analysis.

TNA form is given below which is filled up by Mr. X and Mr. Y. This could help us to understand the topic. Where they have shared their training needs on some specific topic and they have also remark those by score and ranking. After doing that they have added their evaluation form of their trainer. Based on their training need they have filled up their topic and state that how much they are related with their job.

Mr. X need to improve his interviewing skill, understanding human psychology and talent acquisition on the other hand Mr. Y need to improve his hr branding, negotiation skill and internal refreshing on labor law. Mr. X has scored his topic 4*5=20, 5*5=25, 5*5=25 in this manner where 25 is no- 1 rank and 20 is 2nd in ranking.

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Training Need Analysis (TNA)

Name: Mr. X

Designation: Executive

Employee ID: 1

Department: HR

TNA Year: 2013-14

Related with Jobs/Tasks					Topics	Needs Improvement					Analysis of Score	
Not Related at All	Less Related	Moderately related	Highly Related	Most Related		Not required at all	Less required	Moderately required	Highly required	Most required	Score	Rank
1	2	3	4	5	HR Branding	1	2	3	4	5	20	2
1	2	3	4	5	Negotiation Skill	1	2	3	4	5	25	1
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
Others (if any):												
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		

Supervisor's Name: Designation: Signature:

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Training Need Analysis (TNA)

Name: Mr. Y

Designation: Executive

Employee ID: 2

Department: HR

TNA Year: 2013-14

Related with Jobs/Tasks					Topics	Needs Improvement					Analysis of Score	
Not Related at All	Less Related	Moderately related	Highly Related	Most Related		Not required at all	Less required	Moderately required	Highly required	Most required	Score	Rank
1	2	3	4	5	Labor Law	1	2	3	4	5	20	2
1	2	3	4	5	Negotiation Skill	1	2	3	4	5	25	1
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
Others (if any):												
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		
1	2	3	4	5		1	2	3	4	5		

Supervisor's Name: Designation: Signature:

Chapter- 4

Analysis and Interpretation

Of Data Regarding T&D at SPL

4.1 Flashback: *Status for Employee Training and Development Initiatives for 2012*

As a training program's costs, attendees, and training hours are determined by whether it's conducted by the company or by external institutes, the statistical roundup for SPL's 2012 trainings has been divided into internal and external T&D programs (by organizer). This will provide an easy way to understand the company's initiatives for turning T&D as a change agent for organizational growth and betterment.

4.2 Internal & External Training Programs:

External Training Programs

SQUARE has witnessed continuous rise in training initiatives provided by external training houses and institutes. These initiatives involve lots of costs and in-depth need assessment. Thus, these external trainings are the main investments of SPL's T&D as the parental company in the conglomerate.

Year 2012 saw another rise in training initiatives as employees and managers from multiple departments participated in various trainings to enhance their competencies, thus solidifying company image and reputation. Some of the major external training programs of 2012 were as follows:

- Workshop on: SAP CO Course
- Redhat Certified Engineer Training
- International Training on Supply Chain
- Dr. Phillip Kotler's Professional Certified Master class
- Frontier Selling Skill
- Scientific Seminar organized by BASF
- Tripartite National Conference on green jobs
- Occupational Safety and Health Management and Work Environment Improvement
- Export & import through LC
- Workshop on: Changes in VAT Rules, SROs and General Orders in the Budget 2012-13

The above mentioned training programs are some of the much external training where SPL sent its employees as trainees.

The following chart shows the percentile breakdown of trainees participating in external trainings for the year 2012.
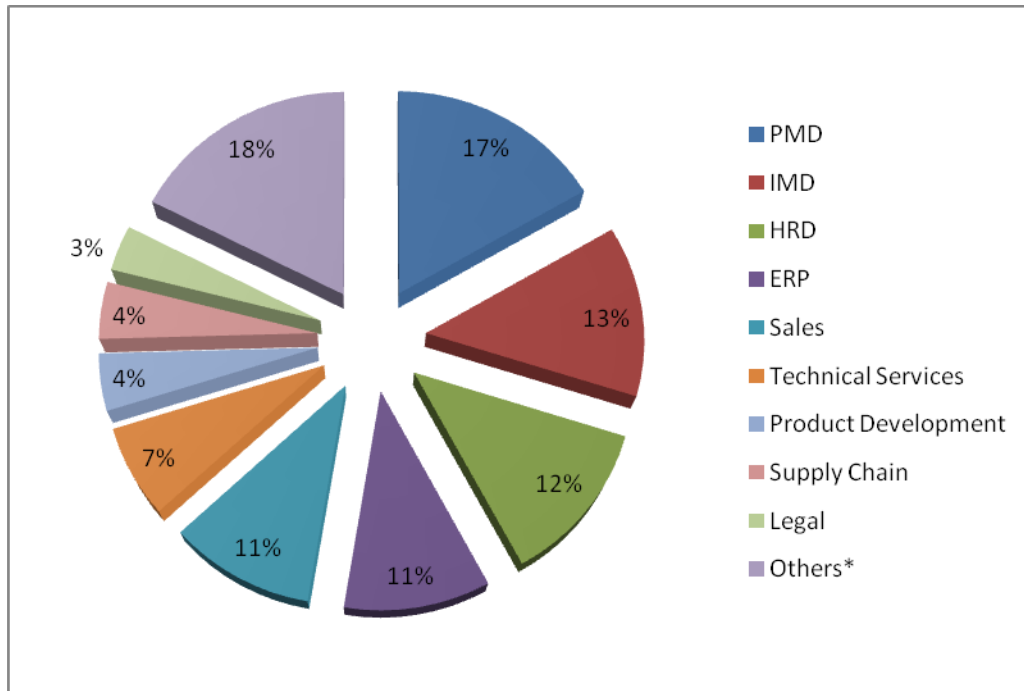

Fig 1: *Departmental Contribution for External Trainings for the Year 2012*

The highest number of employees are attended in external training from the product Management Department (PMD) that 17% than International Marketing Department (IMD) 13%, HRD 12%, ERP 11%, Sales 11%, TSD 7%, Product Development & Supply Chain 4%, Legal Department 3% and others 18%.

Following are some of the significant external training programs and their key points:

Training Name	Month of Occurrence	Training Institute	Significance
SAP Co Course	December '11 to January '12	BD Jobs	On the verge of reshaping work processes

			in SQUARE
Dr. Philip Kotler's Professional Masterclass	June	Brand Forum	Unique opportunity for the marketing department and product management department for understanding the new marketing concepts by the "Guru" of marketing
Lean Manufacturing	April	International Supply Chain Education Alliance Bangladesh	Enhanced distribution and supply chain work knowledge to unprecedented levels
International Training on Supply Chain Management	February	International Supply Chain Education Alliance Bangladesh	Reshaped SPL's supply chain and distribution; more than 10 Supply Chain experts and managers from various, renowned MNCs (Banglalink, Nestle, Coats BD, Rahimafrooz, Reckit Benckiser, etc.)
Tripartite National Conference on green jobs	November	Bangladesh Employers' Federation	Provided new ideas and vision for entering the "green" market

The following table presents some key figures for 2012's external trainings:

35	Total External Trainings for 2012
111	Total External Trainees for 2012
20	No. of Departments externally trained
BDT 335,750/-	Total Expenditure on External Trainings for 2012
BDT 3025/-	Average Expenditure per External Training
1515.7 hrs	Total External Training Hours for 2012
13.30 hrs	Average external training hours per head for 2012
14 trainees	Highest no. of trainees from any department for a particular program
8 hrs	Longest duration hours for a training (example: *Lean Manufacturing*, in April'12)
24 hrs	Longest total duration for a training (8 hrs X 3days for *Frontier Selling Skills*, in July'12)

Internal Training Programs

Year 2012 comprised of numerous, effective internal trainings in forms of development programs and initiatives. Both executives and non-executive employees participated in these programs, mainly the IPDPs (Individual Professional Development Program).

Some of the significant internal training topics covered throughout the year were as follows:

- Performance Management System
- Developing Sales Leadership: Action Plan to Success
- Basic Computer Skill & Positive Approach
- Recruitment & Selection

- Manpower Planning

- Communication Skills

- Working as a Team

- How to Make More Time

- Discovering the Power of Positive Thinking

All of these topics were presented to enhance employees' KSAs to greater extents for both executive level employees as well as non-executives. Some of these topics were part of the IPDPs, the development program for non-executives.

Some of the topics covered last year in the internal management development programs (MDP) included:

- Developing Sales Leadership: Action Plan to Success

- Executive Excellence

- Strategies for Management Excellence

These initiatives targeted reducing costs for executives and managers, who usually are send to external trainings for developing updating their skills. The internal MDPs are used as ways to enhance SPL's own T&D initiatives as these programs require stronger and better presentations, more absorbing environment and more sophisticated course materials as compared to the non-executive or line management training.
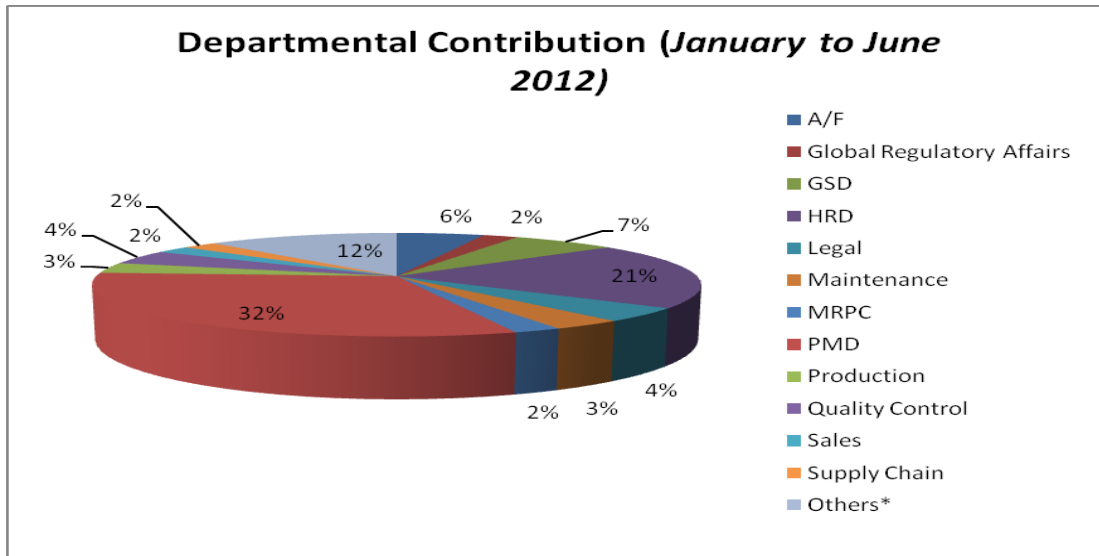
Fig 2: **Departmental Contribution (**January to June 2012)

The highest departmental contribution in PMS in January to June'12 by Product Management Department (PMD) is 32% an 2nd highest is Human Resource Department (HRD) is 21%. The lowest contributions are by Global Regulatory Affairs, MRCP, Sales and Supply Chain Department that is 2%.
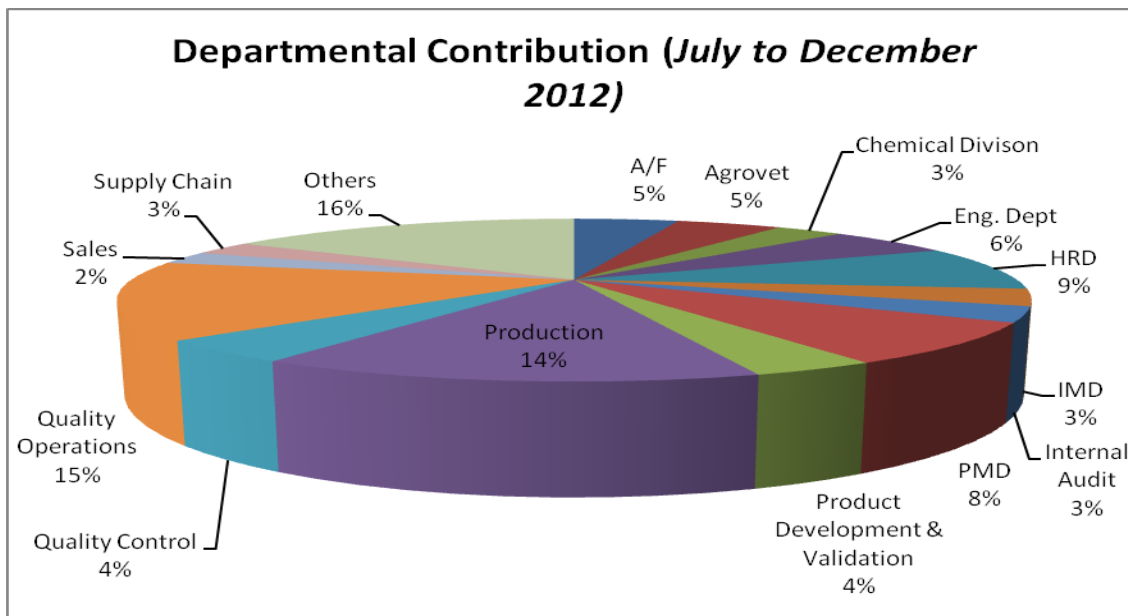

Fig 3: Major contributor **PMS** program

In July to December'12 highest contribution in PMS are Quality operations &Production Department 15% & 14% respectively. In this of Sales Department contribution is the lowest that is only 2% and others departments are 16%.

The following table presents a summary of internal training stats for 2012:

18	Total Internal Trainings for 2012
952	Total Internal Trainees for 2012
37	No. of Departments internally trained
***BDT** **158,936/-**	Total Expenditure on Internal Trainings for 2012
****9185 hrs**	Total Internal Training Hours for 2012
9.65 hrs	Average internal training hours per head for 2012
8 hrs	Longest duration hours for a training
18 hrs	Longest total duration hours for a training (9 hrs x 2 days for *Strategies for Management Excellence*, December'12)

(*PMS training affected the stats heavily*)

*73% contributed from Executive PMS training of October

**58% contributed from Executive PMS training of October

Summary of Training Stats for 2012

The SPL has seen a significant impact of training initiatives this year, resulting in development of human resources at unprecedented levels that have helped as change catalysts to develop the company as a strongly-bonded learning organization. The development initiatives have increased in number from the previous year as new, energetic T&D personnel entered the company to shape up employee

development processes. To sum up, the following represents the annual training figures for the year 2012:
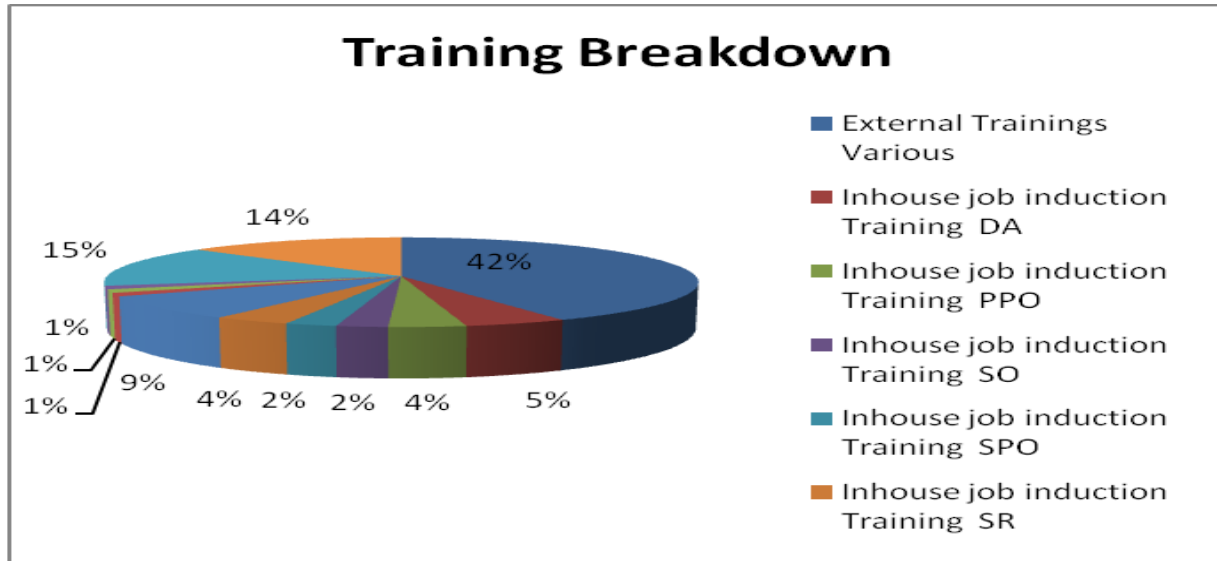

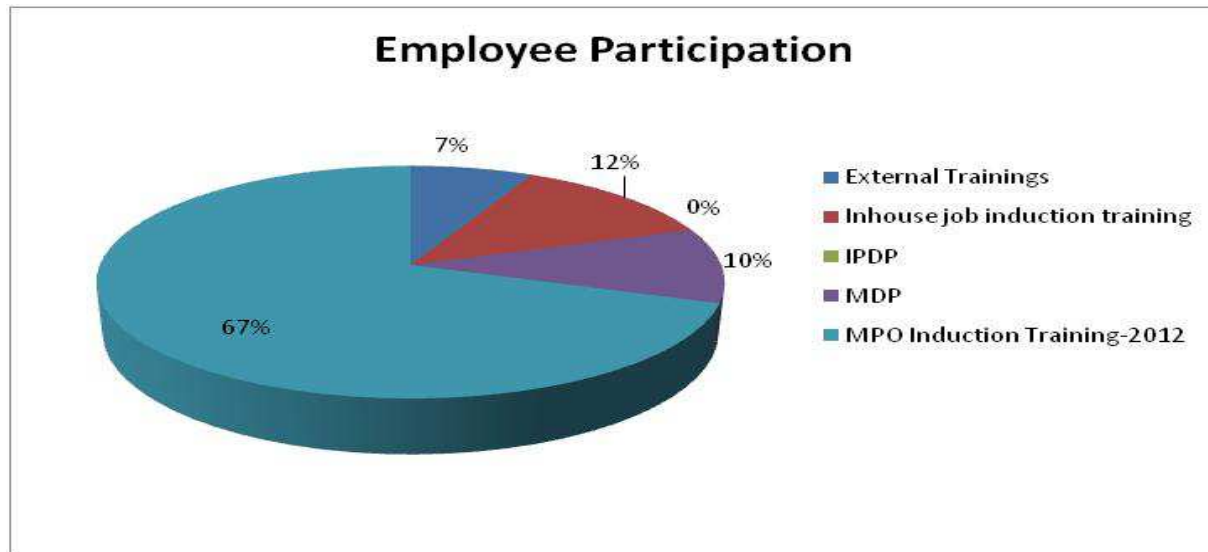Fig 4: External vs. Internal Training Ratio/Percentile Breakdown

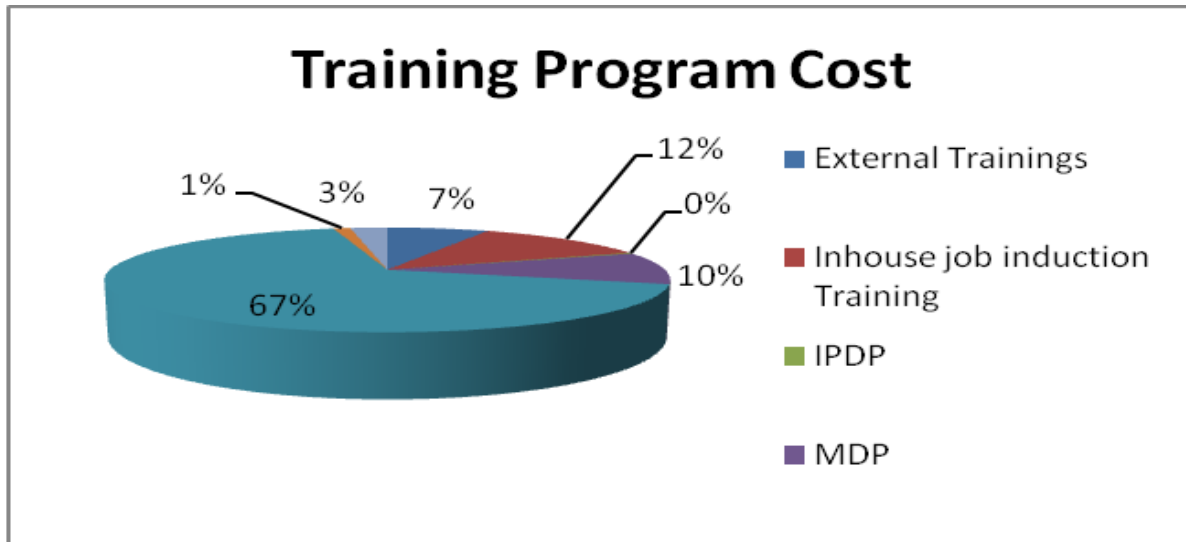Fig 5: Percentage of the employee attending in different Trainings

Fig 6: Percentage of the training cost in different training program

4.3 Training Initiatives for 2012 thus far:

Following charts portray the initiatives and statistics for this year's executive training program so far. As my internship placement was for three months only, the chart covers programs happening from December'12 to March'13.

External Executive Training Stats for 2012-2013 (December – March)					
Training Month	**Training Name**	**Cost Incurred (in BDT)**	**Total Hours per Head**	**No. of Trainees**	**Departments Covered**
January	Internal Auditor Course on IMS	23,400	32 hrs (4 days)	1	Quality Management
February	Training Need Analysis and Training	12,000	8.5 hrs	5	Human Resources

	Evaluation				
March	GMP Compliance for DRA	8000	8 hrs	4	Regulatory Affairs
March	Labor Law	15,000	14hrs	3	Human Resources
April	Office Management with Computer Applications	8000	54 hrs	1	Human Resources
March	World Marketing Summit- A Better World through Marketing	N/A	22.5 hrs	6	Product Management, International Marketing, Marketing and Agro vet Division

	Internal Executive Training Stats for 2012 (January – April)					
Training Month	Training Name	Cost Incurred (in BDT)	Total Hours per Head	Location	No. of Trainees	Departments Covered
February	Job Analysis	1000	7 hrs	CHQ	15	Human Resources
February	Future Leader Scheme	2640	2.5 hrs	CHQ + Gazipur (DU)	60	Human Resources, International Marketing, Internal Audit, ERP, Product Management, Pesticide Unit, Sales, Medical Services, and Distribution
February	*PMS for SAP Team	1540	6.5 hrs	CHQ	17	ERP

March	Bangladesh Labor Act (2006)	180	5 hrs	CHQ	29	Human Resources & General Services

(*The *PMS for SAP Team* was conducted by external faculties (Pro-Edge Associates) despite of being an internal training program.)

Stats from Survey

A survey was conducted on executives and managers from the CHQ to know about their opinion and experiences on T&D initiatives. 24 respondents were managed, among them 1 being a Sr. Manager from International Marketing Department. Overall, 4 departments were covered as per limitations and time.

4.4 Working years vs. Training Programs Attended:

This relation shows whether experience or number of years with the company has any impact on receiving trainings. For Figure1, y-axis presents the number of trainees and x-axis shows the number of working years:

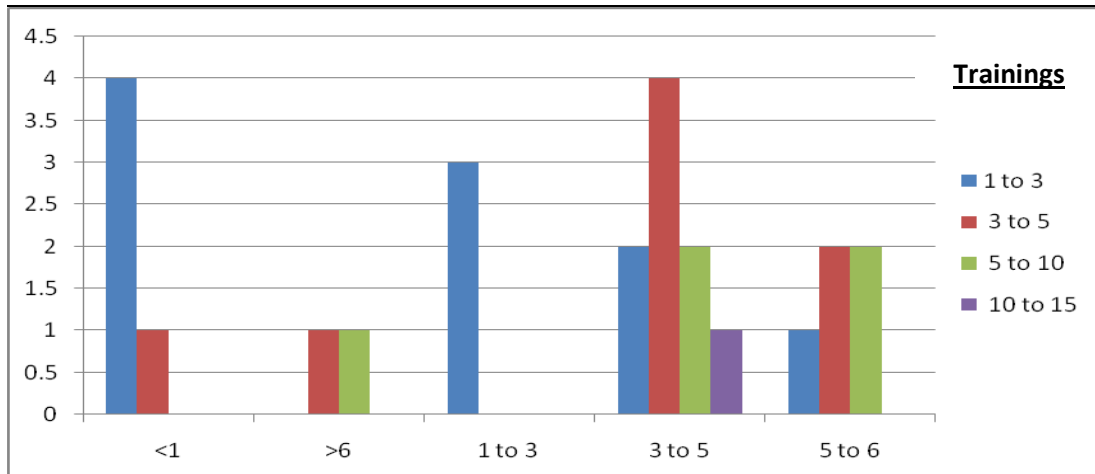|	No. of Trainings Received				
No. of Years in SPL	1 to 3	3 to 5	5 to 10	10 to 15	>15
<1	4	1			
1 to 3	3				
3 to 5	2	4	2	1	
5 to 6	1	2	2		
>6		1	1		
Total	10	8	5	1	0

Figure 7*: No. of Working years and No. of Trainings*

4.5 Type of Trainings:

The respondents were asked about what types of trainings they participated in. This relation shows a picture of 4 major departments' actions regarding sending their employees to different categories of training (mainly internal and external). The numbers in the parentheses beside the department names on the table represent the total respondents from each department.

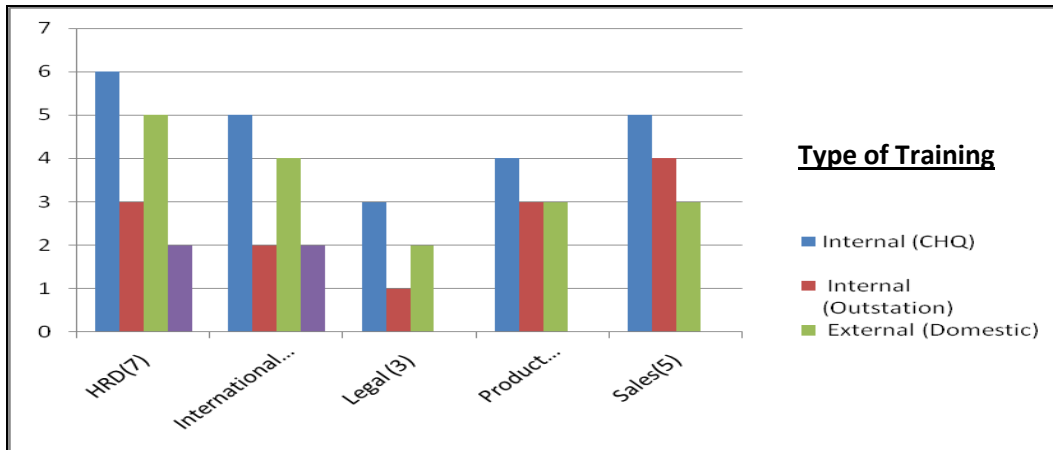|	Type of Trainings Covered			
Department of Employee	*Internal (CHQ)*	*Internal (Outstation)*	*External (Domestic)*	*External (Overseas)*
Legal (3)	3	1	2	
International Marketing(5)	5	2	4	2
Product Management(4)	4	3	3	
Sales(5)	5	4	3	
HRD(7)	7	3	5	2
Total	**24**	**13**	**17**	**4**

Figure 8: *Department and type of training*

4.6 Employee Designation and Different Training Locations:

This relation shows the different executive level employees and the trainings they received, internally and externally. Numbers in parentheses show the total number of employees for the given post.

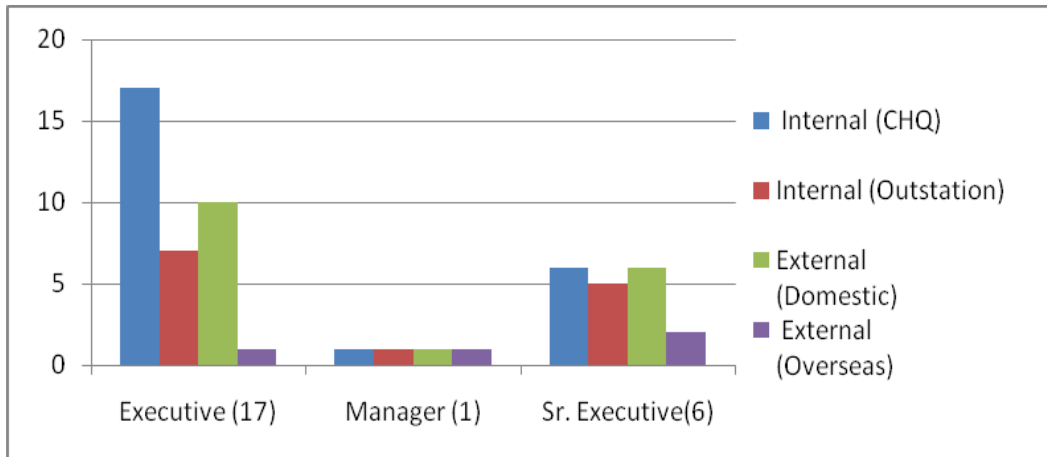|	No. of Attendees in Different Locations			
Employee Designation	*Internal (CHQ)*	*Internal (Outstation)*	*External (Domestic)*	*External (Overseas)*
Executive (17)	17	7	10	1
Sr. Executive(6)	6	5	6	2
Manager (1)	1	1	1	1
Total	**24**	**13**	**17**	**4**

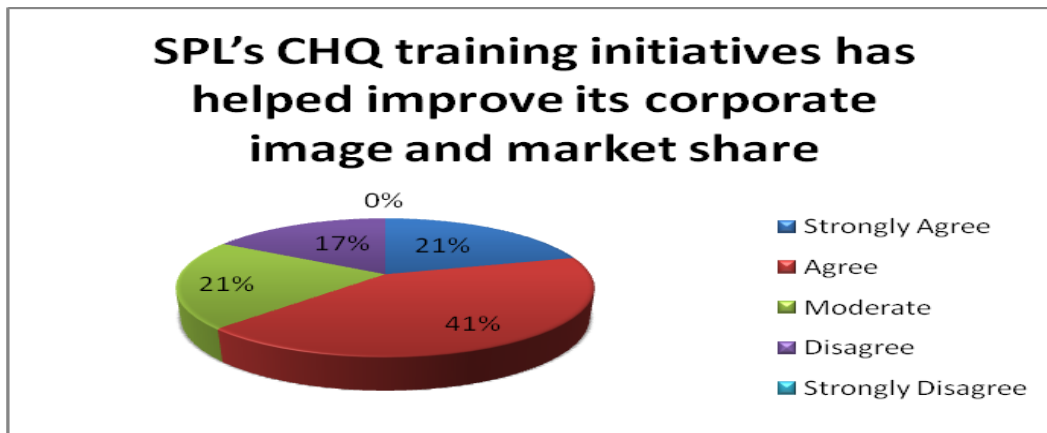Figure 9: *Employee Designation and Training*

Figure 10: *Training Initiatives impact on Market Share*

The respondents were also asked about the key areas on which T&D personnel and the HRD should work on for strengthening SPL's grip as a strong employee development provider. Major areas for improvement included:

- Increasing the in-house faculty inventory
- Developing larger training areas
- Adding more training topics for the training calendar
- Increasing the arranging of more employees for external trainings

Besides these, creating an immediate feedback mechanism, developing more activity-based programs and technologically updating internal trainings were few other suggestions.
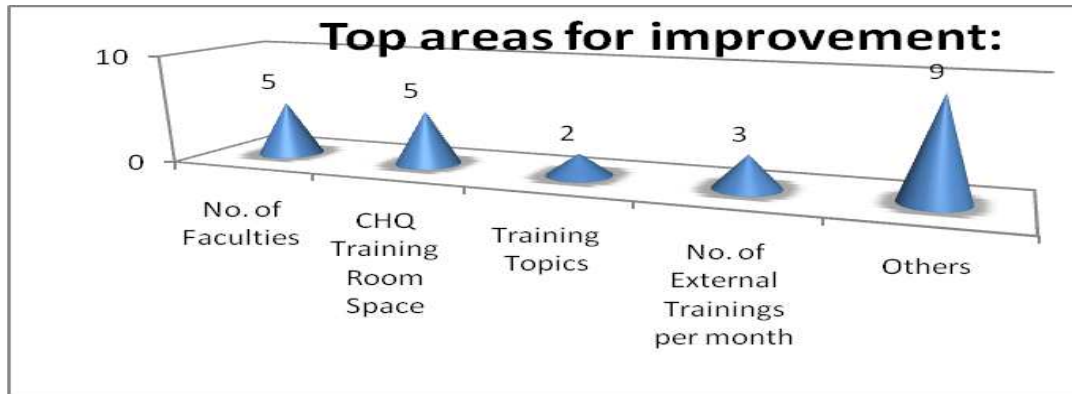

Figure 11: *Areas for Improvement in T&D*

4.7 SWOT Analysis:

Strength

1. SPL has skilled scientists/technicians/management personnel at affordable cost leading to low cost of innovation/ manufacturing/expenditure to run cGMP (current Good Manufacturing Practice) compliance facilities and high quality documentation and process understanding.

2. SPL has well developed chemistry, R & D and manufacturing infrastructure with proven track record in advanced chemistry capabilities, design of high tech manufacturing facilities and regulatory compliance.

3. The healthy domestic market with rising per capita expenditure is another significant strength enabling achievement of economies of scale. SPL also has a strong marketing &distribution network.

4. It has Company Strength & product strength, Company strengths effects positively on the product, & products strength also effects positively on the Company.

5. Square has highly skilled sales forces & very efficient & wide distribution channels.

6. Square ranked & held the First position in Pharmaceuticals Industry since 1985, which means it is in the top for last 28 years.

7. Being in the top for this long time resulted in a very positive impression for all our products in the minds of the doctors & patients already, it occupies a good position it their minds.

8. The built in positive impression on our products which is in the minds of the doctors & patients helps us to get a very good response from the market for any product we introduce in the market.

9. We can say very confidently that the number of sales force of the company, their capability, Training &selling skills are in better condition & position than any other company in the industry.

10. Square follows very transparent marketing activities; there is no misleading or fraud that is why it enjoys a good reputation in the market.

11. Square maintains high quality standards for its products, that why it enjoys a good position in the market.

Weaknesses

1. Low investments in innovative R&D continue to be a major weakness of Square Pharmaceutical Ltd.

2. SPL's lack the ability to compete with MNCs for New Drug Discovery, Research and commercialization of molecules on a worldwide basis due to lack of resources.

3. Strong linkages between industry and academia which are essential for growth of the industry is lacking in SPL.

4. Rapidly increasing costs of skilled manpower such as scientists/ regulatory compliance personnel / pharmaceutical lawyers/ international business development personnel is pushing up the cost of innovation.

5. Sales and marketing knowledge is inadequate due to lack of understanding of international Pharmaceutical marketing/pricing practices and market environment in various countries.

6. Inadequate manufacturing practices.

Opportunities

1. In the market, the number of Antiulcer patients is increasing, when the number of patients increases the possibility of a good return from the required drug increases.

2. Incredible export potential

3. New innovative therapeutic products.

4. Drug delivery system management.

5. Income is increasing day by day.

6. Clinical trials & research

7. Due to the cost advantage in contract manufacturing & Research multi-national companies find it compelling to shift their production bases to countries offering such cost advantage.

8. Licensing deals with MNCs for NCEs (New Chemical Entities) and NDDS (New Drug Delivery Systems) offer new opportunities for SPL.

9. Marketing alliances for MNC products in domestic and international market is another emerging opportunity.

10. There is a possibility of greater returns from other countries of the world by exporting.

Threats

1. R&D efforts of Bangladeshi pharmaceutical companies are hampered by lack of enabling regulatory requirement.

2. Export effort is hampered by procedural hurdles in Bangladesh as well as non-tariff barriers imposed abroad.

3. Lowering of tariff protection has increased competition in domestic markets resulting in erosion of profitability.

4. Mergers and acquisitions by other companies may completely change condition of the pharma market.

5. Small number of discoveries.

6. Competition from MNCs.

7. Transformation of process patent to product patent (TRIPS).

8. Outdated Sales and marketing methods.

9. Limited knowledge and experience base.

10. Pricing and reimbursement level could restrict use.

Chapter- 5

Findings

Some findings from SPL:

From our close observation we have found the following aspects of their training system in *Square Pharmaceuticals Ltd*. Those are stated bellow:

❖ **Training Wing:**

A leading pharmaceuticals company who's yearly turnover gross turnover is more than 6199 million taka should have separate training department in both corporate and factory level but in Square Pharmaceuticals ltd. We have found that there is a training wing in corporate head quarter but no training wing in factory level but two third of the employee work in factory level, which creates a huge burden for the wing to coordinate all the training centrally.

❖ **Training Facilities and training budget:**

As a market leader of Bangladeshi pharmaceuticals market the training facilities of Square Pharmaceuticals Ltd. is not up to the standard. Although we have found modern training tools in HRD but that those are not sufficient. As same training facilities is used for her sister concerns. Moreover, if we consider the training and development budget of SPL we will find that it is less than one percent of their yearly turnover.

❖ **Training Assessment System:**

In SPL we have found a sound post training assessment system where trainee can give their feedback about the training that they have received. It's positive that SPL authority evaluates the post training assessment of trainee through TNA to send future participants in similar training program.

❖ **Training of the trainers (TOT):**

In corporate as well as in field/ factory level there are different training programs and in most of the cases this training programs are conducted by the in house trainer but we have not found any training of the trainer which is very much important for the successful implementation of training program at SPL.

❖ **Training Manual:**

Till now SPL doesn't have a structured training manual. What SPL does is to be reactive in organizing trainings. If there were a structured training manual, it would have been more effective in a sense that the focus and objective of the training system would have been clear to all thus easier to achieve.

❖ **Seminars:**

Seminars with external faculty members are arranged in house which facilitated the HRD to be ensured about those training providers' quality and service.

❖ **Training record:**

SPL used to keep training record in a hard copy form. There was no system for electronic record keeping, which was easier for all to get access. At times a lot of time and effort have to be spent to find a person for any particular task which needs specific skill and right training. But now-a-days they are keeping training record with electronic data base system which is helping them to solve this problem.

❖ **Pre planned training program:**

In both corporate level as well as factory level of SPL they follow the pre planned training schedule and they keep record of their training strictly. In case of training schedule SPL is highly disciplined.

❖ **As organization having a learning culture, employee takes the training program very positively**

Chapter-6

Recommendations

- SPL should increase their training budget.

- TNA should be collect timely. Department is not enough coordinated for returning TNA on time.

- SPL can't fill out all the training that Executive and other needs.

- SPL can enrich its own faculty list.

- There is a need for another training floor. HR should work for it immediately.

- The training environment like interior, materials, equipments, technology should update.

- SQUARE should hire more employee in HR as they are having a huge filed force.

- Training for employee is not adequate. SPL can go for department wise training to fill out the training need.

- External trainings offered are limited in number as well as variety, it is also should increased.

- As SPL is just introducing ERP software so they should think about manage their filing system.

- HR floor is having space limitation, so it is necessary to renovate the facility.

- Many employee get theoretical training, they expect Action-Based learning.

Chapter-7

Conclusion

Appendix & Reference

Conclusion:

It is a life time opportunity to work in SPL. I feel honored to have been blessed with such a valuable opportunity. Now I know how to be organized and do things systematically. Taking care of the confidential files such as TNA of executives and non executives made me work with confidential terms. Making sure that all my work procedures went smoothly have made me a much more organized person than what I used to be. Moreover, dealing with such valued managers have also helped me improve my interaction skills and helped me gain confidence. Being in such a friendly work environment with so many helpful colleagues has helped me learn how to work in a team. It was indeed a pleasure doing my internship in SPL. Square is now the leading Pharmaceutical Company of Bangladesh and becoming a high performance global player in the field. From its formation to the present day, it has been successful in its endeavors. It provides quality medication and strictly follows all regulations. In Bangladesh over three thousand of people are working here. The medicine of Square is famous in Bangladesh as well as in foreign countries. HR Department of Square is playing a vital role as a corporate strategy maker. Growth of the company depends on hiring, developing, retaining skilled and motivating employees. HR Department is continuously hiring skilled people from wide market and thus provides trainings to cope with global challenges. Through various HR activities and training programs they retain talents in the organization, ensure career path for performers to perform more efficiently and effectively to contribute more and more.

The Training and Development section of Square Pharmaceutical is always trying to ensure the best training programs for employees at the right time, right place. With the latest facilitated training resources they ensure the most effective training sessions for all level of employees. "Square Pharmaceuticals Limited" practices a progressive recruitment and selection procedures. HR officers of Square Pharmaceuticals Limited are now expected to work beyond the boundaries of contracts and policies to contribute directly to the operation and success of the Human Resources Department.

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Appendix:

Questionnaire

(Executive/Management Level)

Dear Sir/Madam, as I am doing my internship research report on your company for my BBA program of ,BRAC University it would be extremely beneficial and supportive of you if could fill this questionnaire and provide valuable information for completion of this report.

Note: The purpose of this survey is to collect necessary data from executive and management trainees to know their opinion and overall attitude towards the T&D initiatives of SPL. This information is only for academic purpose and will not be disclosed elsewhere.

Part 1: *Professional Experience*

1. Your designation:
   - Executive__√__   Sr. Executive____   Manager____
2. Your Department:
   - Human Resource Department_√___
   - Technical Services____
   - General Services____
   - Product Management____
   - Supply Chain/Distribution____
   - Accounts & Finance____
   - Marketing/International Marketing____
   - Legal____
   - ERP____

- Sales____

- Quality Operations/Control/Audit____

- Product Development & Validation____

- Engineering____

- Internal Audit____

- Global/ Regulatory Affairs____

- Veterinary Services Department_____

3. How long have you been working in SPL?

    a. < 1 year___

    b. 1-3 years__v_

    c. 3-5 years___

    d. 5-6 years___

    e. > 6 years___

4. Your total years of professional experience:

    a. <2 years___

    b. 2-5 years_v__

    c. 5-8 years___

    d. 8-10 years___

    e. >10 years___

Part 2*: T&D Experience at SPL*

5. How many trainings have you participated in as a part of SPL?   __9___

6. Please give the number of training sessions you have attended for each of the following

    types:

    a. Internal (CHQ)_5__

    b. Internal (Outstation)____

    c. External (Domestic)_4___

d. External (Overseas) _____

7. Most of your internal training has occurred in (place):

    a. CHQ__√__

    b. In-plant/factory___

    c. Outstation/external training center_____

    d. Other (please specify)_____

8. According to you, which type of training is the most prevalent in SPL?

    Internal (Non-executive/IPDP) ____ Internal (Executive/MDP) __√__ External_____

    Overseas_____

*For questions 9 to 17, please answer with: **1** for Strongly Disagree; **2** for Disagree; **3** for Moderately Agree; **4** for Agree; **5** for Strongly Agree*

9. SPL gives full effort for internal training programs to facilitate employee development:

    _4___

10. SPL gives full effort for external training programs to facilitate employee development:

    _3___

11. The internal training environment (room, materials, equipments, etc) at CHQ is conducive for learning and concentration: ___3_

12. The internal training environment (room, materials, equipments, etc) at the plants is conducive for learning and concentration: __4__

13. Have you been ever assigned as a faculty in any of the SPL internal trainings?

    Yes__√___ No_____

    a. If yes, then do you agree with the following statement: __4__

        "SPL provides an excellent environment and adequate materials for teaching/training? "

14. SPL's training initiatives for corporate level employees has helped improve its corporate image and market share: __3___

15. SPL's training initiatives for field forces and 'regional' employees/managers have helped improve its market share: ___2__

16. Overall quality of internal training programs conducted by SPL's T&D is comparatively better:_3_____

17. Overall quality of external training programs offered by SPL's T&D is comparatively better: _3____