An Internship Report

on

Impact on Training and Development Practices in Bangladesh (A Case Study on Square Pharmaceutical Ltd)

Submitted by:

MD. Rakibul Hassan

ID No: BBA1603009033

Program: BBA, Major: HRM

Department of Business Administration

Sonargaon University Bangladesh

Submitted to:

Department of Business Administration

Sonargoan University (SU)

Submitted for the partial fulfillment of the degree of Bachelor of Business Administration



Sonargaon University (SU)

Dhaka, Bangladesh

147/1, Green road, Tejgaon, Dhaka-1215

Date of Submission: 08th January, 2024

INTERNSHIP REPORT

on

Impact on Training and Development Practices in Bangladesh: A Case Study on Square Pharmaceutical Ltd.

Submitted By:

MD. Rakibul Hassan

ID No: BBA1603009033

Program: BBA, Major: HRM

Department of Business Administration

Sonargaon University Bangladesh

Submitted To:

Md. Rasel Hawlader

Lecturer

Department of Business Administration

Sonargaon University, Bangladesh



Sonargaon University (SU)

Dhaka, Bangladesh

Date of Submission: 08th January, 2024

Letter of Transmittal

8th January, 2024

To

Md. Rasel Hawlader

Lecturer

Department of Business Administration

Sonargaon University, Bangladesh

Subject: Submit the Project Report on "Impact on Training and Development Practices in Bangladesh: (A Case Study on Square Pharmaceutical Ltd.)

Dear Sir,

With due respect, I am highly grateful for providing us such an opportunity to study & submit the report. This report helps me to know about the Training and development Practice in Pharmaceuticals Company. Along with the conceptual parts of the course of Bachelor of Business Administration we were asked to prepare a report on the basis of conceptual experience of the course related and submit it for your judgment.

I made an effort to present the related matters from our text as well as links. There was an effort for perfection in every part of this report. It was an honor to receive your kind consideration & proper guidance to prepare this report.

Sincerely yours

…….....…….

MD. Rakibul Hassan

ID No: BBA1603009033

Program: BBA, Major: HRM

Department of Business Administration

Sonargaon University Bangladesh

Student Declaration

I hereby declare that the Report work entitled **"Impact on Training and Development Practices in Bangladesh: (A Case Study on Square Pharmaceutical Ltd.)"** submitted to the Sonargaon University Bangladesh, is a record of an original work done by me under the guidance of Md. Rasel Hawlader, Lecturer & Co-Ordinator, Department of Business Administration, Sonargaon University, Bangladesh.. I further declare that this Report work is submitted in the partial fulfillment of the requirements for the award of the degree of Bachelor of Business Administration. The results embodied in this thesis have not been submitted to any other University or Institute for the award of any degree or diploma or such other titles.

…….**.....**…….

MD. Rakibul Hassan
ID No: BBA1603009033
Program: BBA
Major: HRM
Department of Business Administration
Sonargaon University Bangladesh

Supervisor Certificate

Certified that the Report work entitled **"Impact on Training and Development Practices in Bangladesh: (A Case Study on Square Pharmaceutical Ltd.)"** submitted by Md Rakibul Hassan for the partial fulfillment of the BBA offered by the Sonargaon University of Bangladesh during the academic year 2023 is an original work carried out by the student under my supervision. To the best of my knowledge this work has not been submitted elsewhere for caring any degree or such purposes.

Signature

……

Supervisor

Md. Rasel Hawlader

Lecturer

Department of Business Administration

Sonargaon University, Bangladesh.

Acknowledgements

I would like to thanks the almighty Allah for giving us the patience and the ability to work hard. Also thanks to my respectable Md. Rasel Hawlader for her valuable guidance, encouragement and suggestions during the time of my study. Without these, the report has not been possible to be completed and submitted properly. I would also like to give my precious thanks to the people for their unconditional support they have provided while this report was been prepared.

I am deeply grateful and honored to Md. Rasel Hawlader without whom this report would not bear successfulness. Her invaluable guidance, advice and experience have taught us very good result of our experience.

At Last, I would like to thanks entire family members for their extreme care, support and co-operation during the last months.

Executive Summary

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:

Table of Content

SL No	Content	Page
	Cover Page 1	i
	Cover Page 2	ii
	Letter of Transmittal	iii
	Supervisor Certificate	iv
	Declaration of the Student	v
	Acknowledgement	vi
	Executive Summary	vii
	Chapter One **Introduction**	**1-5**
1.1	Introduction	2
1.2	Objectives of the study	3
1.3	Methodology of the study	4
1.4	Limitation of the study	5
	Chapter Two **Profile of the Organization**	**6-9**
2.1	Background of Square Pharmaceutical Company Limited	7
2.2	Mission	7
2.3	Vision	7
2.4	Development	8
2.5	Corporate Culture	8
2.6	Corporate Social Responsibility	9
2.7	Corporate History	9
	Chapter Three **Literature Review**	**10-24**
3.1	Literature Review	11

3.2	Training	11
3.3	Why Do We Require Training And Development?	12
3.4	Nature of Training and Development	13
3.5	Benefits of Training and Development	13-16
3.6	Methods of Training and Development	16-24
	Chapter Four **Internship Responsibilities**	**25-37**
4.1	Training in Square pharma Group	26-27
4.2	Level and Form of Training of Square pharma Group	28
4.3	Pre- Training	29-34
4.4	Post- Training	35-37
	Chapter Five **Analysis of the Study**	**38-40**
5.1	Requirements and Selection	39
5.2	On the job training	39
5.3	Of the job training	40
	Chapter Six **Findings of the study**	**41-45**
6.1	Findings	42-45
	Chapter Seven **Recommendations & Conclusion**	**46-48**
7.1	Recommendations	47
7.2	Conclusion	48
	Bibliography	49

Chapter One

Introduction

1.1 Introduction:

In Human Resource Management (HRM) cycle as well as in any organization, training and development system plays an important and vital role in achieving organizational mission and vision, goals and objectives. Organizations today consider the HR department as the critical source of making development amongst the employees to lead the organization to the success.

Human resource is the most important part of any pharmaceuticals company. Therefore human resource management gets a great importance in pharmaceuticals Company in the world. All most all developed country uses many techniques and strategy for human resource management. Human resource practice is being used to make human resource management more effective and less time consuming. It is also a great opportunity for us to do a term paper on Square pharmaceuticals Limited that gave us a lot of knowledge about practical world. We go through book and try to incorporate that knowledge with practical world. We find many similarities as well dissimilarity with the book.

I made an interview to a Human Resource manager of Square pharmaceuticals Limited. The experiences and excitement that we gather was really worth mentioning. The overall environment and absolute friendly behavior totally drew our attention and created strive to work in this organization in future. Lastly the whole work gave a clear concept about Square pharmaceuticals Limited's Human Resource management Practice and enables us to prepare a clear and organized review for our project.

1.2 Objectives of the Study

In Bangladesh is one of the most developed hi-tech sectors in the country's economy. It has significantly grown in Bangladesh in the last two decades. Its healthy growth also supports development of auxiliary industries like producing of glass bottles, plastic containers, aluminum collapsible tubes, aluminum PP caps, infusion sets, disposable syringes, and corrugated cartons. Some of these products are also being exported. Printing and packaging industries and even the advertising agencies consider Pharmaceuticals industry as their major clients and a key driving force of their growth.

Pharmaceuticals companies are either directly or indirectly contributing largely towards raising the standard of healthcare and also to latest drug information. In 1981, there were 166 licensed Pharmaceuticals manufacturers in the country, but local production was dominated by eight multinational companies (MNCs) which manufactured about 75% of the products. There were 25 medium sized local companies which manufactured 15% of the products and the remaining 10% were produced by other 133 small local companies. In spite of having 166 local Pharmaceuticals production units, the country had to spend nearly taka 300 million on importing finished medicinal products. A positive impact of the Drug (Control) Ordinance of 1982 was that the available foreign currency was exclusively utilized for import of Pharmaceuticals raw materials and finished drugs. The value of locally produced medicines rose from taka 1.1 billion in 1981 to taka 16.9 billion in 1999.

1.3 Methodology of the Study

Major part of data was collected through the secondary resource. It was not easy to collect primary data because the company personnel's were very busy and I had wait for long time to get a data from them. The secondary and primary resources are:

a) The primary sources of data and information:

- Customers of the company
- Staffs of the company
- Observation during the total internship period
- Operational process
- Discussion with officials of Square pharma.

b) The secondary sources of data are as follows:

- Annual report of the Square pharma
- Web site of Square pharma Group
- HRM books and periodicals
- Internet, Newspapers and magazines.

1.4 Limitation of the study

Primary limitation of this report is that it is based on facts, accumulated from word of mouth, while consulting secondary data. Every employees of this organization are very responsible and maintaining confidentiality to their work, so as an Intern my access in those works are limited. 1 was only given information that SPL permits me to publish in my report. Because of their job responsibility and busyness, as an Intern it's difficult for me to ask every employee in which way they are performing in that organization. As the report is not a comprehensive one, rather based on a single facility of square Pharmaceuticals Ltd. and also based on a limited number of department employees, so the ultimate decision may not be drawn about the whole organizations recruitment and selection process. Moreover only three months is not enough to know all information about an organization.

Chapter Two

Profile of the Organization

2.1 Background of Square Pharmaceutical Company Limited

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, converted into a public limited company in 1991 and listed with stock exchanges in 1995. The turnover of Square Pharma was Taka 30.28 Billion (US$ 385.22 million) with about 18.64% market share having a growth rate of about 25.36% (April 2014– March 2015).

SQUARE Pharmaceuticals Limited has extended its range of services towards the highway of global market. It pioneered exports of medicines from Bangladesh in 1987 and has been exporting antibiotics and other pharmaceutical products. Present export market covers 36 countries. This extension in business and services has manifested the credibility of Square Pharmaceuticals Limited.

2.2 Mission

We are committed to enhancing human health and well-being by providing contemporary and affordable medicines, manufactured in full compliance with global quality standards. We continually strive to improve our core capabilities to address the unmet medical needs of the patients and to deliver outstanding results for our shareholders.

2.2 Vision

We will be one of the most trusted, admired and successful pharmaceutical companies in the region with a focus on strengthening research and

development capabilities, creating partnerships and building presence across the globe.

2.4 Development

Square pharma Group and other departments are concerned with attempts to improve the overall performance and effectiveness of their organization. Development refers to those learning opportunities design to help employees grow. Efforts towards development often depend on personal drive and ambition.

2.5 Corporate Culture

SPL, with its progressive business outlook, believes and practices corporate work culture with a classic blend of efficiency and equity. SPL believes in company growth by increasing efficiency level of employees and forth a to 0ffering excellent environment and support for skill and knowledge up gradation. SPL's Business Motivation is 'Being Good by Doing Well' and to conduct transparent business operations based on market mechanism within the legal, ethical & social frame work with aims to attain them is sion reflected by the company's vision. It values productivity as the spontaneous contribution of Human Resources.

Transparency & business ethics is the core value of SPL and it is strictly followed at every step of the business processes. Every business in SPL is mode ledin away that enables the management to ensure highest degree of both financial and behavioral accountability .SQUARE pursues Zero To lerance policy again stall kinds of corruption. SPL's activity goes well beyond the sphere of business. As socially conscious and responsible corporate body, SQUARE is committed to the improvement of the society as aw hole.

2.6 Corporate Social Responsibility

We actively take part in initiatives that benefit our society and contribute to the welfare of our people. We take great care in managing our operations with high concern for safety and environment.

2.7 Corporate History

•	**Year of Establishment (Initially as a Partnership)**	**:**	**1958**
•	Incorporated as a Private Limited Company	:	1964
•	Technical Collaboration Agreement with Janssen SPLceuticalsof Belgium(A subsidiary of Johnson & Johnson International Ltd.)	:	1975
•	Technical Collaboration Agreement with F.Hoffman-La Roche & Co. Ltd.	:	1984
•	Converted into Public Limited Company	:	1991
•	Stock Exchange Listing (Dhaka & Chittagong)	:	1995
•	Agreement with M/s. BovisLanvec Ltd. of UK for implementation of Dhaka Plant	:	1996
•	Awarded ISO-9001 CertSPLate	:	1998
•	Business Lines	:	Manufacturing and Marketing of SPL ceuticals Finished Products, Basic Chemicals and Agro Vet Products
•	Authorized Capital	:	US$ 16.99 Million (Tk. 1,000 Million)
•	Paid-up Capital	:	(Tk. 432 Million)
•	Number of Employees	:	2,394

Chapter Three

Literature Review

3.1 Literature Review

Training refers to the methods used to give new or present employees the skills they need to perform their jobs. Training is a hallmark of good management. Having high potential employees does not guarantee they will succeed. Instead, they must know what the organization want them to do and how. If they do not, they will do the jobs their way and do nothing productive at all. Good training is vital. To achieve any company' objectives, qualified personnel are needed to be ensured at all level in an organization.

Training is a learning experience that seeks a relatively permanent change in an individual to improve the ability to perform the job. Training is mainly present-day oriented and it focuses on individuals' current jobs, enhancing those specific skills and abilities to immediately perform their jobs.

Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization to acquire and apply the knowledge, skills, abilities, and attitudes needed by that organization. Training is the act of increasing knowledge and skill of an employee for doing a particular job. Employee training tries to improve skill or add to the existing level of knowledge so that the employee is better equipped to do the present job or prepare him/her for a higher position with increased responsibility.

3.2 Training

As stated earlier, training is any process by which the attitude, skills and abilities of employees to perform specific jobs has increased the driving force of Square pharma Group and it has always been because of their employees.

I order to sustain economic and effective performance it is important to optimize the contribution of employees to the aims and goals of the necessary to

ensure an adequate supply of staffs that are technically and socially competent and capable of career advancement into specialist department of management position. This is therefore, a continual need for the processes of staff training in order to fulfill part of this process for Square pharma Group projects.

3.3 Why Do We Require Training And Development?

It 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.
- It's not what you want in life, but it's knowing how to reach it.
- It's not where you want to go, but it's knowing how to get there.
- It's not how high you want to rise, but it's knowing how to take off It may not be quite the outcome you were aiming for, but it will be an outcome.
- It's not what you dream of doing, but it's having the knowledge to do it.
- It's not a set of goals, but it's more like a vision.
- It's not the goal you set, but it's what you need to achieve it.

3.4 Nature of Training and Development:

In simple terms training and development refers to imparting of specific skills, abilities and knowledge to an employee. A formal definition of training and development is… it is any attempt to improve current and future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his/her skills and knowledge. The need for training and development is determined by the employee's performance deficiency, computed as follows:

Training & Development need = Standard performance – Actual performance.

It is a subsystem of an organization. It ensures that randomness is reduced and learning or behavioral change takes place in structural format. Before starting any Training method we should state mission, vision of the company and what are the clear objectives we are looking after the training methods get over.

3.5 Benefits of Training and Development:

Benefits of training and development are given below:

Improved quality and productivity

Training that meets both an organization and employee's needs increases the quality and flexibility of a business by fostering:

- Increased productivity through improved accuracy and efficiency
- Higher work safety practices
- Improved work quality and customer satisfaction

The flow-on effect

The benefits of training in one area can flow through to all levels of an organization. Over time, training will boost the bottom line and reduce costs by:

- Decreasing wasted time and materials
- Decreasing maintenance costs for machinery and equipment
- Decreasing workplace accidents through safety training, leading to lower lost time and lower insurance premiums
- Reduced recruitment costs through the internal promotion of skilled staff
- Reduced absenteeism through improved employee morale

Staying competitive

Businesses must continually improve their work practices and infrastructure to stay competitive in an increasingly global market. Training staff to manage the implementation of new technology, work practices and business strategies can also act as a benchmark for future recruitment and quality assurance practices.

As well as impacting on business profit margins, training can improve:

- Efficient work practices
- Staff morale and satisfaction
- 'Soft skills' such as inter-staff communication and leadership
- Time management
- Customer satisfaction.

Employee benefits

Regular training and learning opportunities are an investment that helps employees to prosper and develop their careers. By investing in their success, employees become more loyal to the business, leading to lower turnover rates and decreased absenteeism. In return, your business benefits from a highly

skilled, stable workforce, which gives you a competitive advantage in the market.

Improved staff attitude and morale

People enjoy learning when the material is relevant to their interests and many will be eager to apply their new skills and knowledge in practical situations.

Employees that possess diverse skills are generally more satisfied and positive in their jobs. This decreases the occurrence of work-related stress and improves the overall work environment.

By investing in their training, staff often feel that the employer not only has the confidence in them to do their job, but that the business values them, and is giving something back above and beyond wages or salary.

As a result, employees will become self-starters and develop further competencies such as leadership and teambuilding and be more willing to undertake further training.

Recruitment and retention

Well-trained and valued employees lead to a positive and productive workplace, leading to lower turnover rates and lower recruitment costs. A supportive environment where staff are trained and valued attracts the best talent, helping to reduce recruitment costs when the time comes to recruit or expand.

New business opportunities

Trained and motivated team members who understand the specifics of your business will act as a great advocate for your business, giving you a sustainable competitive advantage. They will give your business the edge by:

- Increasing productivity and standards in production, therefore boosting your business reputation
- Being able to undertake a greater variety of work and therefore allow you to expand or open up new markets
- Allowing you to bid for more specialized, high value contracts
- Assisting you to meet business objectives faster

3.6 Methods of Training and Development:

Training and Development has some methods. These are given below:

1. Classroom Lecture Method:

This is the most commonly used, simple, cost effective and conventional method. It is timesaving because it covers maximum number of people in a short period of time. It involves a speech by the instructor with very limited discussions. Clear and direct methods of presentation . Weaknesses of the method are that, lecture time is more than the normal human attention span of fifteen minutes and the contents of the lecture could be easily forgotten. Since the method does not provide for active participation on the part of the trainees, the extent of take-home learning is not to be known clearly. Moreover, lecture might be useful only if the presentation is made skillfully. While lecture is a useful method in so far as information dissemination is the objective, it has not been highly successful in modifying human behavior or in building commitments in the audience's minds. An improvisation of this method is the lecture-cum-demonstration method in which the lecturer reemphasizes a skill or information by displaying the same in action.

2. Group Discussion Method:

It is a method used to knowledge and attitudinal development of trainees. In this method, sets of people examine several empirical studies to find out commonalities to derive the underlying general principles. They then combine

their ideas and focus their attention on a given problem at a time, speaking from multiple points of view within a group. An instructor is optional, while a leader is necessary in this method. The various advantages of the method are that more ideas can be generated from each session. Moreover each member gets an opportunity to present one's own ideas and get feedback from members of the same group. Peer pressure and commitments made to groups serve to ensure adherence to decisions jointly taken in the group. As a precaution, care must be taken to secure the participation of all members and make sure that a few members do not pre-determine the course of discussions or dominate the whole proceedings.

3. Simulation Exercises Method:

Simulators are a group of training devices of varying degrees of complexity that model the real world. They range from simple paper mock-ups of mechanical devices to computerized creations of total environments. In fact, some argue that case-study, role play and a host of other methods can be brought under the category of simulation. The advantage of simulation methods is that they improve the possibility of learning without damaging the equipments or human life or facing the numerous risks involved in actual performance. For example, most of traffic rules, signals and procedures of driving could be taught in a park that resembles main road or through a video game featuring car or two wheeler driving. Piloting planes are taught using more complex simulations. The methods are indirect but could also be expensive. The method calls for a certain level of grasp and information processing capability and transfer of learning on the part of the trainees.

4. Role Playing Method:

Role is a set of expectations around a given position and is determined by the role partners. Roles are always reciprocal and described in pairs such as trainer-trainee, buyer seller, interviewer-interviewee and so on. Playing roles would

entail practical problems like inter-role conflicts, intra-role dilemmas, role overloads and role under loads. As a result of these hurdles, role confusion ensues. In order to be trained to perform roles, trainees must attain role clarity. This may involve negotiation among the role senders and role receivers with regard to their expectations with counter expectations upon one another. Participants in role-play method are required to respond to specific problems and expectations of people that they might actually encounter in their jobs. Role-playing is often used to teach such skills as interviewing, negotiating, grievance handling, performance appraisal, and buying and selling and effective communication. It promotes healthy human relations skills among people.

5. Case Study Method:

It is a written down, narrative description of a real situation or incident relating to an organization and its business, depicting any problem that participants could face in their employment. Participant trainees are required to propose any number of viable solutions or decisions that match the variables represented in the case. Case study can be interest creating and thought stimulating for the participants. It helps to develop analytical, reasoning and problem-solving skills of the participants. As it shows and reduces gaps in understanding, a holistic understanding of reality is made possible through case study method. It also helps to reemphasize messages provided during lectures, group discussions and other methods. The disadvantage of the method might be the difficulty in drawing adequate number of stimulating cases that actually represent the real life situations of the trainees.

6. Outward Bound Training (OBT) Method:

As part of OBT, managers and other staff members meet and cohabitate as teams at unfamiliar wilderness out of the workplace and away from the hustles and bustles of daily life, where they would live in cabins or tents for a certain number of days. They test their survival skills and learn about their own

personality and hidden potentials for creativity, cooperation and leadership. Participants get opportunities to learn their limits and capabilities. Participants irrespective of their official position and seniority would have to learn to be natural in their behavior and get rid of masks worn in an office situation. It is an expensive method and the learning might not be transferable to others or to other situations.

7. In -basket Training (IBT) Method:

IBT is a method where the trainee is required to examine a basket full of papers and files relating to his area of work and make recommendations on problems contained in them. This method is meant for trainees in a managerial level to improve their decision-making and problem-solving abilities. This is a form of simulation training designed around day to- day business situations and hence is transferable to the job experiences. The participant is usually asked to establish priorities for and then handle a number of office papers, such as memoranda, reports, telephone messages and emails that would typically cross a manager's desk. The method has at least two main stages. At the outset, the participant starts by working through the case within a specified time limit all by himself without discussing the details with anyone. Subsequently, other participants analyze and discuss the questions of who's, which's, how's, what's, where's, why's and when's of each decision or step. The merits of this method include the best of traditional case study at the same time combining the refinements to allow greater flexibility, realism and involvement.

The emphasis here is to understand things thoroughly, which is an opportunity too rarely presented during busy working days. It is done in a permissive atmosphere of experimenting and learning, rather than within the confines of a boss subordinate relationship.

8. Work shadowing Method:

This training method is chosen while preparing a second-line leader to take up the role of the headship, in which case, the candidate could not benefit by sending them to any other formal training program. The best way to be trained for a future executive position would be through direct participant observation of the crucial events that take place in the present incumbent's work life. The trainees are made to remain in the company of the role model whose work is to be learnt by the trainees. Trainees learn the intricacies of a job of high level, by physically being in the presence of the job-holder. Closely following the styles of working permits greater degree of learning besides helping the trainee to imbibe the values and principles adhered to by the model. Yet, care needs to be taken to avoid situations wherein trainees are not warmly welcomed and are seen by supervisors in the department as obstacles to their routines.

9. Programmed Instruction Method (PIM):

PIM provides instruction without the face-to-face intervention of an instructor**.** To ensure a sequential approach to learning, instructions are designed in such a way that all future learning depends on acquisition and retention of previous learning. With this method, information is broken down into small portions called 'frames'. The learner reads each frame in sequence and responds to questions designed to verify learning. Based on the answers given by the trainees they are provided with immediate feedback on response accuracy. If the learners have got all the answers right, they proceed to the next frame. If not they repeat the frame. Primary features of this approach are immediate reinforcement and the ability of learners to proceed at their own pace. Programmed instructions may be presented in a book or in computers.

10. Personal Coaching Method:

It is an on-the-job approach in which a manager has the opportunity to teach an employee, usually his immediate subordinate, on a one-to-one basis. Coaching is helping self and others gain new perspectives their intentions and behaviors, to understand what's possible and how to access inner resources such as motivation, commitment, passion, etc. as a coach, the supervisor gently confronts employees with their shortcomings and makes suggestions for corrective actions. The supervisor is also alert to encouraging good performance. Coaching is considered to be one of the most effective management development techniques. Constant guidance makes the trainee learn quickly.

11. Mentoring Method:

Mentoring is an on-the-job approach to training in which the trainee is given an opportunity to learn on a one-to-one basis from more experienced members of the organization. The mentor is usually an older, experienced executive who serves as a host, friend, confidant and advisor to a new member of the firm. The mentor is given the charge of protecting and responsibility of helping the new employee. The relationship may be formally planned or it may develop informally. For mentoring to be productive, the parties' interests must be compatible and they must understand each other's learning styles and personalities. If mentors form overly strong bonds with trainees, unwarranted favoritism might result. A highly successful mentor-protégé relationship might create feelings of jealousy among other colleagues who are not able to show equally good results out of the mentoring process.

12. Computer-Based Training (CBT) Method:

CBT is a technology-driven training method that takes full advantage of the speed, memory and data manipulation capabilities of the computer for greater flexibility of instruction. It involves the trainee sitting in front of a computer

terminal rather than listening to an instructor. Learning is enhanced through presentations combining automation, stereophonic sound, full motion video and graphics. Increased speed and decreased dependence on instructor are the strengths of this method. Computer-Managed Instructions (CMI) is a system that automatically generates and scores tests, tracks trainees' performance and prescribes activities for students. An orderly, step-by-step manner is possible by using this method. As additional advantages, CBT allows reuse of the program for any number of time and allows for varying time for fast and slow learners.

But CBT method cannot reduce the learner's anxiety and fear, which can be done only by a trained instructor. CBT is well suited for teaching facts but is less useful for teaching human skills or changing attitudes.

13. Behavior Modeling Method:

This method involves emulation of behavior from a reference group or a role model whose behavior is shown live before the trainees or by using videotapes or Compact discs (VCD). The method entails recording and producing events or situations with clear descriptions in order to cover certain subjects. The footage could be viewed, reviewed and discussed to enhance learning quality. The advantages of using this method are many. Many events and discussions can be put on one tape or CD. It is a handy method for small firms that cannot afford more expensive approaches. It is particularly helpful for first-line supervisors.

Observing a powerful model in the audiovisual form could help learn activities like mediating during conflict situations, handling customer complaints and grievances. The challenges involved in using the method include the high level of one-time production costs in the initial stage. Moreover, projectors and other expensive gadgets would be required along with continuous power supply.

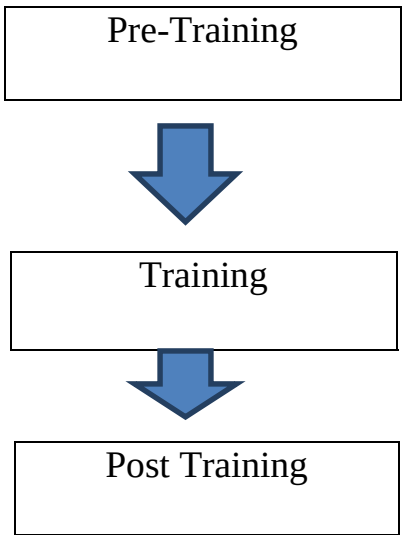
14. Development Centre Method:

This method is designed based on the structure, styles and contents of assessment centres used to assess the potential of an individual to meet the demands of a higher-level managerial position. Multiple facilitators observe the members performing multiple tasks according to multiple criteria, using multiple methods. However, the difference in development centers is that they focus their attention on helping to improve the potential of the persons participating in the sessions. This method of training is found effective in building leadership, decision-making, goal setting and counseling skills in experienced trainees.

On the job training and off the job training

Training as a process in Square pharma **Group:**

Training has most emphasis to achieve the organizational objectives.



Training as a System in Square pharma **Group:**

A training system for International projects may be defined as a rational arrangement of inputs, technology, people, materials, events and process designed to extract behavioral outputs, which produce further social or

economical output, increasing organizational effectiveness. Training system receives a person as raw mat, a person having actual or potential deficiency in the job performance and process to modify behavior to match that has been specified in the training objectives. This is done under defined rating conditions and constraints. Feedback is from the trained person to refine the system.

The process consists of several factors such as trainer, subject matter, training techniques and aids, physical features, time and money including operating conditions and constraints.

The reasons for Employee Training and Development for Square pharma **Group:**

Training and Development can be initiated for a variety of reasons for an employee as well as the group of employees:

- When performance appraisal indicates performance is not up to mark then there is a need for training.
- Helps people to identify with the goals.
- Improve relationship between boss and subordinate.
- Helps to prepare guidelines for different types of work.
- Provides information for future needs in all areas of the organization.
- Helps individual in making better decisions effectively increasing the problem solving activities.
- To eliminates fear in attempting new works.

Chapter Four

Internship Responsibilities

4.1 Training in Square pharma Group:

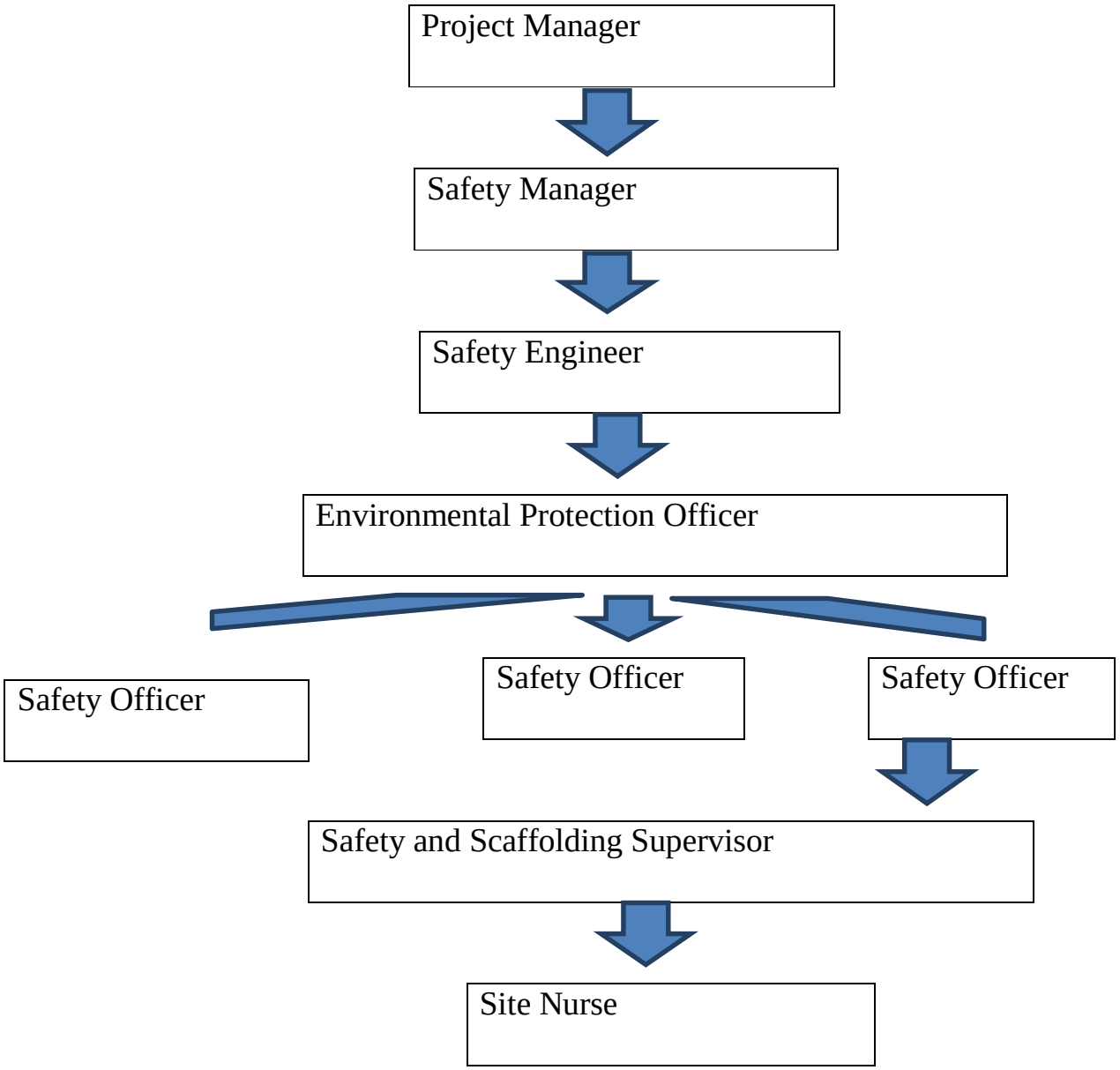
The training for Square pharma Group in fact to all departments for Int. Projects is given by its human resource department. There is no specific topic that training is given on a routine basis. It varies from time to time and according to the need of the bank. Here are some training courses that are given to employees.

Projects and other Department:

- English Communication.
- Computer skills.
- Written for professionals, Stress management.
- Time management.
- Decision making process.
- Problem solving process.
- Job related technical training.
- Leadership, Personal management.
- Company rules and procedures.
- Interpersonal communication.
- Team work, Common goal.
- Office management, Service quality
  Major investment decision criteria

ENVIRONMENT, HEALTH AND SAFETY PLAN OF Square pharma GROUP: ***Safety Organization Chart***

Figure: Environment, Health and Safety Plan



4.2 Level and Form of Training of Square pharma Group:

The human resource department of Square pharma Group provides its training to its potential **top-level** personnel (Directors and Managing Directors) and each of the **mid-level** executive based on their needs and organizational demand.

There are two forms of training that is provided by the human resource department of Square pharma Group to its personnel based on the necessities:

a) Internal Training
b) External Training.

Internal Training: In case of internal training, training is given within the company. There is a hall room in the corporate office in which internal training is provided to the employees using its own facilities and logistic support. Sometimes guest lecturer is hired from outside institutes to provide training if required.

External Training: Based on the necessity and demand, sometimes training is provided to the employees from various training centers outside of the organization. Square pharma Group used to send their people to take training from different institute and many others reputed training centers in the country.

4.3 Pre-Training

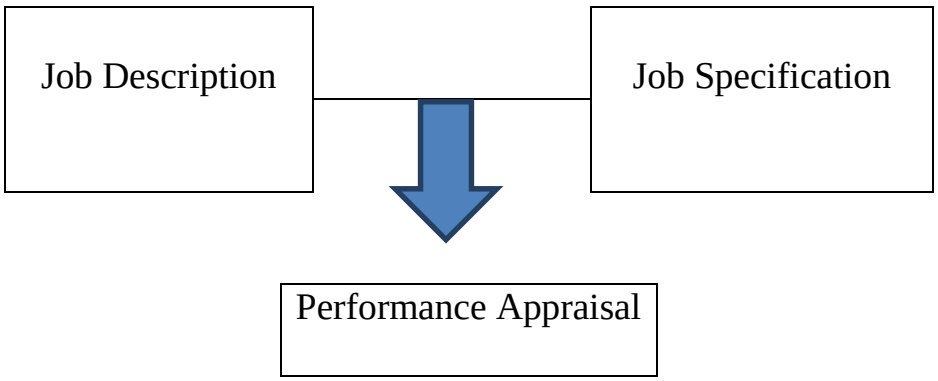
Pre- Training Definition: From the name, it is easy to determine that all the activities that are carried out before the training process is known as pre-training.

Steps of Pre- Training of Square pharma **Group:** The pre- training stage can therefore be broken down into the following number of steps to be carried out successfully:

1. Conducting Needs Assessment: First stage of training instruction design process of any kinds of organization is to conduct the needs assessment and Square pharma Group is no exception. The needs assessment helps to determine whether training is necessary or not.

a) Person Analysis: Person analysis helps the HR manager of Square pharma Group to identify whether training is appropriate and which employees need training. In certain situations, such as the introduction of a new technology or service, all employees may need training.

Figure: Person Analysis Process



Source: HRM Department of Square pharma **Group**

b)Task Analysis: Task analysis results in a description of work activities, including tasks performed by the employee and the knowledge, skills and abilities required to successfully complete the task. Task analysis for Square pharma Group involves the following activities:

- Selecting the jobs that needs to be analyzed and developing a preliminary list of tasks performed on the job by interviewing and observing expert employees and their managers and talking with those who have performed task analysis.
- Verifying the importance of the tasks for the job through task inventories or expert committees composed of managers, employees and other persons.
- Identifying the knowledge, skills or abilities necessary to successfully perform each task using interviews and questionnaires.

2.Ensuring Employee's Readiness for Training: After the need for training has determined, it is necessary to evaluate whether employees are ready to learn or not. Square pharma Group uses the following process to ensure the employee's readiness for training:

a) Motivation to Learn: Motivation to learn is the desire of the trainee to learn the content of the training program which is related to knowledge gain, behavior change or skills acquisition in training programs. Managers need to ensure that employee's motivation to learn is as high as possible through.

b) Self-efficiency and understanding the benefits of learning: Self-efficiency is the employee's belief that they can successfully learn the content of training program. Managers can increase employee's self-efficiency level by:

- 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.

c) Understanding the benefits of training: The benefits of training to the employees by communicating to them the potential job-related, personal and career benefits they may receive because of attending the training program.

d) Basic Skills: Employee's readiness for training activities can also be influenced by the degree to which they have basic skills the reading, writing and communication skills needed to understand the content of training program and therefore, HR Manager of Square pharma Group conduct a literacy audit to determine employee's basic-skill level.

Square pharma Group follows the following strategies to provide training to its employees:

1) Creating Learning Environment:

As learning involves a permanent change in behavior, therefore Square pharma Group provides an emphasis on creating learning environment within the bank for the personals. For employees to acquire knowledge and skills in the training program and apply this information in their jobs the training program needs to include specific learning principals and therefore it is necessary to have a learning environment within the organization.

According to HR Manager of Square pharma Group, they create the learning environment within the bank through following ways:

- Informing objectives of learning to the employees.
- Providing learning guidance to the employees through verbal cues with proper combining sequence and larger meaningful context.
- Providing feedback on degree of accuracy and timing of performance to the employees during their on job time.
- Selecting and supplying the necessary and modernize training material to the employees. Usually for Square pharma Group uses the following training materials as shown below:

Materials:

a) Well-qualified instructor.
b) Computer.
c) Overhead projectors.
d) Slide projectors.
e) White board.
f) Markers.
g) Graph and Charts, etc.

Square pharma Group assures the availability of its training materials to its trainees. In addition, it ensures a friendly and encouraging classroom to its trainees.

Unlike most other training centers, the class room of Square pharma Group are well maintained and clean. The positive points of the classroom are as below:

a) Clean.
b) Carpeted floor.
c) Air-Conditioned.
d) Bathroom Facilities.
e) Water Dispenser (mineral water-hot or cold).
f) Single desk-chairs.
g) Big open spaces to give breathing space.
h) Enough space for trainer to teach and move about.

Free flow of necessary information:

Square pharma Group also create learning environment informally such as arranging picnic, tour, debate competition, cultural program etc.

2) Selecting Training Methods:

A number of different methods can be used to help employees acquire new knowledge, skills & behaviors. Survey results suggest that videotapes, lectures, one-on-one instruction and simulations are the most frequently used training methods.

Square pharma Group HR authority believes that training is major thing to achieve organizational goals precisely. Therefore, they strictly follow modern and sophisticated training process that is attributable on their existing employees. Throughout Square pharma Group, in order to provide training to its top-level and mid-level executives uses the following training methods:

Square pharma **Group overall training methods are divided into two broad categories.** These are:

a) On the Job Training
b) Off the Job Training

A. On the Job Training:

On the job methods refer to the methods that are applied in the work place, when the employees are actually working. Virtually every employee of Square pharma Group gets on the job training when he or she joins Square pharma Group. Square pharma Group uses the training process for newly hired employees, upgrading the skills of experienced employees when new

technology is introduced, cross-training employees within a department or work unit and orienting transferred or promote employees to their new jobs.

At lower level, trainees may acquire skills for, say, by observing other experienced employees. Nevertheless, this technique is also widely used at top management level in Square pharma **group.**

B. Off the Job Training:

Off the job, training of Square pharma Group covers the following method:

Presentation Techniques:

Square pharma Group uses presentation techniques for presenting new facts, information, different philosophies and alternative problem solving solutions through traditional classroom instruction, distance learning and audiovisual techniques.

- **Classroom instruction:** Despite new modern techniques, classroom instruction remains a popular training method to different organizations and Square pharma Group no exception.
- **Audiovisual technique:** To improve communication skills, interview skills and performing nicely for their desired job/work Square pharma Group for uses this technique where overheads, slides and video are used.

3) Training &Testing center:

- Company has two training and testing center in Bangladesh.
- International visitors are visiting the training center in Bangladesh.
- Workers are getting training in a training center.
- Training is continuously going on training center in Bangladesh.

4.4 Post - Training

Post- Training Definition:

In simple sense, post-training refers to the evaluation done after the training program is completed. It measures the benefits and cost of the training program in qualitative as well as quantitative forms Square pharma Group uses both forms of this information to evaluate its training program. Examining the outcomes of program helps to evaluate the training effectiveness.

For Square pharma Group, the training program is evaluated in the following ways:

- To determine whether the program is meeting the objectives or not.
- To determine whether trainees believe that the content and administration of the program were satisfactory.
- To determine the financial benefits and costs of the training program.
- To compare the costs and benefits to different training programs to choose the best program.
- To market training programs and services to different clients.

Steps of Post-Training of Square pharma**:**

During post-training Square pharma Group follows the following strategies to evaluate its training programs:

Identification of Training Outcomes:

In order to evaluate the overall training programs and also other departments of Square pharma Group, the first step uses by the HR Manager is to identify the training outcomes that can be categorized into four categories:

- Cognitive
- Skill-based
- Affective
- Result

To collect the above training outcomes Square pharma Group for follows the following methods are performed:

- ❖ Surveys
- ❖ Observations
- ❖ Focus Group and
- ❖ Personnel records

Costs-Benefit Analysis:

Square pharma Group like the other organizations put emphasis on the cost-benefit analysis, which is the process of determining the economic benefits of a training program using accounting methods. Training related cost-benefit information is important Square pharma Group for following reasons:

- To understand total expenditure for training, including direct and indirect cost.
- To compare the cost and benefit of alternative training program. To ensures the well use of the training budget.
- To control cost.

Employee Development Methods in Square pharma **Group:**

Some development of individual's ability can take place on the job Square pharma **Group** follows several methods of development. These are discussed below:

A. **Job rotation:** Job rotation is one of the most popular on the job technique to develop any organization. Job rotation can be either horizontal or vertical. Square pharma Group for generally follows horizontal job rotation method at the early stage of service life. Square pharma Group cannot follow job rotation technique to those people who are specialized in any particular job.

B. **Assistant to Positions:** Assist to positions in another good technique to develop employees of Square pharma Group. Employees with demonstrated potential are given the opportunity to work under an experienced or successful employee. In this process an individual, perform many duties under the watchful eye of experienced person. In doing so, these employees are groomed for assuring the duties of the next higher level.

C. **Seminars:** Seminar is a traditional form to develop employees. It is widely practiced by Square pharma Group. This offers an opportunity for individuals to acquire knowledge and develop their conceptual and analytical abilities.

D. **Lecture courses:** Lecture is verbal presentation of information by an instructor to a large audience. The lecture is presumed to possess a considerable depth of the subject at hand. A virtual of this method is that it can be for very large Group and hence the cost per trainee is low Square pharma Group uses this method to develop and instructor or experience persons provide related information and activities of all departments.

E. **Mentoring:** In case of mentoring, a senior employees takes an active role in guiding another individual. Mentoring is a helpful device to develop employees and it is widely followed to develop new employees to Square pharma Group.

Chapter Five

Analysis of the study

5.1 Requirements and Selection

The procedure of recruitment and selection process in SPL are generally driven by a desire to be fair. However there may in some cases need to be a better balance of fairness and operating a quick and effective process, careful consideration of policies and procedures may identify unnecessarily bureaucratic practices. Each year SPL recruit above 100 numbers of medical promotion office (MPO) those are mainly chosen for field work. During my internship program I got the opportunity to take part in the recruitment and selection process for this post. From the beginning to end SPL follows a very systematic procedure which leads them to hire effective people.

- Employee Budget
- Requisition
- Justification
- Approval
- Advertisement
- Receiving CV
- Sort-Out
- Written Test

5.2 On the Job Training:

On the job methods refer to the methods that are applied in the work place, when the employees are actually working. Virtually every employee of Square pharma Group gets on the job training when he or she joins Square pharma Group. Square pharma Group uses the training process for newly hired employees, upgrading the skills of experienced employees when new technology is introduced, cross-training employees within a department or work unit and orienting transferred or promote employees to their new jobs.

At lower level, trainees may acquire skills for, say, by observing other experienced employees. Nevertheless, this technique is also widely used at top management level in Square pharma **group.**

5.3 Off the Job Training:

Off the job, training of Square pharma Group covers the following method:

Presentation Techniques:

Square pharma Group uses presentation techniques for presenting new facts, information, different philosophies and alternative problem solving solutions through traditional classroom instruction, distance learning and audiovisual techniques.

- **Classroom instruction:** Despite new modern techniques, classroom instruction remains a popular training method to different organizations and Square pharma Group no exception.
- **Audiovisual technique:** To improve communication skills, interview skills and performing nicely for their desired job/work Square pharma Group for uses this technique where overheads, slides and video are used.

3) Training &Testing center:

- Company has two training and testing center in Bangladesh.
- International visitors are visiting the training center in Bangladesh.
- Workers are getting training in a training center.
- Training is continuously going on training center in Bangladesh.

Chapter Six

Findings of the study

6.1 Findings of the report:

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

Training Need Assessment:

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-

Identification of the right person who is in need of training?

Whether that person has the quality to acquire that knowledge, skill and aptitude which will be given/ impart in the training?

Whether the topic of the training will bring positive change in productivity?

Whether the training will help the incumbent to do that job in a more efficient way with less input. 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?

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 Page | 64
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 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 sign of training of the trainer which is very much important for the successful implementation of training program.

- # Major Findings

1. **The major findings of the Report are stated below:**
   a) **Similar Training Methods for** Square pharma **Group and all other departments:** Though this report basically focused on the Training and Development Process of Square pharma Group, but it is also found out that similar Training and Development process is followed all over the company means all the other departments of Square pharma Group.
   b) **Working environment:** Square pharma Group provide safe and friendly working environment to their employee for Square pharma Group and all other departments, so that their employee would be able to give their best performance. Training is provided for safety such as "Fire Warden Training" to ensure the safety from fire.
   c) **Adoption of culture:** Square pharma Group have strong and effective training department for their departments which work for adopting new technology, operation process, marketing strategy.

d) **Leadership:** Square pharma Group leadership is very well structured because of expert, talented and some charismatic people that have also been developed by means of training.

e) **Skilled employee:** Square pharma Group Employees are very experienced and enough smarter than the other company's officer, which makes them special. The way they make decisions, take risk, develop innovative ideas, effectively operate and successfully achieve the goals within deadline makes them special and proves them better than the others. Training is one of the major tools to build skilled employees.

f) **Added value:** One of their strategies of Square pharma Group is that they try to add value such as the International deals, foreign remittance and so on to be a part of Square pharma Group is the key to their success. Whenever a new concept is developed, training is given to make the employees efficient enough to operate on that new concept or the new job.

2. Creative and Innovative:

Square pharma Group creativity belongs to those of us who are excited by challenges, engage them in fresh thinking, and feels open minded in making decision. Employees are very experienced creative thinkers are and not by convention but allow their minds to ascend beyond predictable solutions. Training is also given on that to generate new ideas and employees who work as the International Graduate (I.G) often taken to abroad for training to gain more knowledge about the other countries, generate more knowledge that is global and try to implement that knowledge by developing more creative and innovative construction ideas.

International:

Square pharma Group have strong and effective training department, which work for adopting new technology, operation process. As a member of global village, they view the world from the widest perspective. Square pharma Group is like to be with all global citizens and they believe the world as a place full of new opportunities and exciting possibilities. Training is one of the most effective methods they use for Globalization.

3. Major findings, which proves why Square pharma **Group is classified among the best courtesy of Training:**

- Efficient in increasing employee motivation and boost employee moral.
- Increase job satisfaction.

- Reduce employee turnover.
- Increase innovation and opportunities.
- Increase departmental as well as organizational productivity.
- Reduce financial distress.

Enhance organizational image.

Chapter Seven

Recommendations

&

Conclusion

7.1 Recommendations

- More external training is necessary for management team
- SCPL should hire more employee in HR as they are having a huge filed force
- Increase the number of external trainings per month by developing activities with more training institute and consultancy firms on a regular basis.
- Update technology and equipments that assist training
- Reduce the amount of training work done on paper and transfer to electronic and online sources.
- SQUARE should hire more employee in HR as they often face problem dealing with huge field force.
- HR often faces difficulties to accommodate trainee as there is not enough room to conduct training session. Therefore, HR should ensure a number of new training rooms to conduct training smoothly.

7.2 Conclusion

Square Consumer Products Ltd. (SCPL) is now the leading consumer good 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 high quality which is strictly follows all regulations. In Bangladesh over

5,868 of people are working here. FIR Department of SCPL 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 FIR 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 SCPL 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.

Bibliography

1. Dessler, Gary, Human Resource Management (9th edition) ,Last Published: 2011 ,
4. Publisher: Prentice Hall, New Jersey
2. French, L. Wendell, Human Resource Management (9th edition), Last Published: 2011,
5. Publisher: Houghton Mifflin Company, Boston, Massachusetts.
3. A. Noe & John, R. Hollenbeck, Human Resource Management (10* edition),
6. Publisher: Irwin/McGraw-Hill, Boston, Massachusetts
4. Annual Report 2014 of Square Pharmaceuticals Ltd.

References:

- Fakhrul Hasan, Sr. Manager, HRD, Square Pharmaceuticals Ltd.
- Sagar B. Halder, Manager, HRD, Square Pharmaceuticals Ltd.
- Md. Ishfaqur Rahman, Executive, Human Resource (T&D), Square Pharmaceuticals Ltd.
- www.google.com
- https://en.wikipedia.orglwiki/Trainingand development