

Report On
Effectiveness of Training & Development of Banglalink Digital
Communications Ltd

By

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

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BRAC University
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Declaration

It is hereby declared that

1. The internship report submitted is my original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

Mr. Zaheed Husein Mohammad Al-Din

Senior Lecturer,

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66 Mohakhali, Dhaka-1212

Subject: Submission of “Internship Report” on “Effectiveness of Training & Development of Banglalink Digital Communications Ltd”

Dear Sir,

It is indeed a great pleasure to have the opportunity to submit my internship report on Effectiveness of Training & Development of Banglalink Digital Communication Ltd. I have arranged this report as per the guidelines given by you. I anticipate that this report should be instructive just as extensive. Working in Banglalink Digital Communications Limited was a motivating and learning experience for me. I trust this information will encourage me a great deal in my future. Regardless of the obstacles faced in preparing the report, I have given most extreme consideration to be as careful as could be expected under the circumstances. With my constrained information, I have attempted my level best to make the report beneficial. I sincerely hope that this report meets your expectations. I would be happy to clarify you with any explanation if required.

Sincerely yours,

Sadia Ahmed Mona

Student ID: 14204036

BRAC Business School

BRAC University

Date: 17 December 2019

Acknowledgement

At first, I would like to thank Almighty Allah whose blessing helped me to finish up with all the efforts. My heartiest gratitude to all the individuals who helped me to complete this report. Words will not be adequate to thank them properly. I am really grateful to my supervisor Zaheed Husein Mohammad Al-Din who gave me direction throughout the semester. Besides that, I want to thank my supervisor Khawja Sabree Huda of Banglalink who provided me necessary information for the report. Moreover, my fellow colleagues helped me doing survey. I want to convey my special thanks to all the employees for helping me throughout my internship period. I fervently wish to extend my gratitude to everyone who provided me their support and time to complete my research.

Executive Summary

As part of my academic requirement and completion of my BBA program, I needed to complete a three month period of Internship program. I chose to do my Internship at Banglalink Digital Communications Ltd. Banglalink Digital Communications Limited has become one of the prime telecommunication companies in the country and currently holds a strong position in the market. My topic for the internship report is Effectiveness of Training and Development. It was a challenging topic for me and I took the opportunity to learn about it as much as possible while I was working on the project. I have gathered most of the information from the employees who currently work at Banglalink as well as I have taken help of secondary data available on the internet. In this report I have mentioned the entire training process of Banglalink, that is, how and why it is conducted. For the analysis part I have conducted a survey on the employees in order to understand their view of the training and development process in Banglalink. Moreover, I have also personally talked with many employees regarding the training process in order to get detailed information. Lastly, based on the analysis I have provided some recommendations that the company could follow in order to enhance their future performances.

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Chapter 1

Introduction

1.1 Objective of the project

The most significant motivation to compose any report on any topic relies upon the accessibility or openness of the data. Accessibility of the data and significance of the topic was one of the main reason I choose this particular topic. Training and Development is one of the most significant aspect for any organization to do well. This report will enable me to get a better idea on how the company conducts training and development for its employees and to what extend is the training and development program effective.

1.2 Methodology of the project

Methodology describes how we experience every one of the procedures of research and how we proceed. Both primary and secondary data have been used to form the report.

Primary Data: Primary data was collected through informal discussion with the employees and the management team and also by conducting a survey on the training and development process.

Secondary Data: Secondary data has been collected basically from different websites.

1.3 Limitation of the project

The major limitation was the assortment of data, in light of the fact that a large portion of the data was grouped and secret. To keep up its hierarchical security Banglalink can't unveil all data's to identify with the report. Thus it was hard gather the first information for this report. Time limitation was also a constraint.

Chapter 2

Company Overview

2.1 Background of Banglalink Digital Ltd.

Banglalink Digital Communications limited previously known as Orascom Telecom Bangladesh limited is fully owned by telecom ventures ltd. Vimpelcom is one of the world's biggest integrated ltd. telecommunications services operators that provides voice and data services through a range of traditional and broadband mobile and fixed technologies in Russia, Italy, Ukraine, Kazakhstan, and many other countries including Bangladesh. The headquarters of Vimpelcom is in Amsterdam. Banglalink was first launched in Bangladesh in February 2005 and immediately people felt its impact, it had become one of the reasonable means of communications for customers across the country.

The initial strategy of Banglalink was very clear and focused, it had set a clear mission that eventually led to a great success for the company. The mission was “bringing mobile telephony to the masses” which was basically the foundation of their strategy. Banglalink changed the cell phone status from luxury to a need, carried cell phone to the general individuals of Bangladesh and made a spot in their hearts. This had eventually become a sign of positive change within the country that customers happily embraced. Banglalink wanted to give people the chance to take initiatives in life by providing them with affordable communication options and hence the brands motto became “start something new”. The company believes that, it is through such new activities that positive change will happen for the general improvement of the country.

Banglalink achieved 1 million subscribers by December 2005 and 3 million subscribers in October 2006. In under two years which is by December 2007, Banglalink surpassed Aktel to become the second biggest administrator in Bangladesh with more than 7.1 million clients. Banglalink presently has 30.9 million supporters as of December 2014, speaking to a market portion of 25.47%. Banglalink's development over the former years have been fuelled with inventive products and administrations focusing on various market portions, forceful improvement of system quality and devoted customer care, creating a strong network across the country and enhancing its brand loyalty by connecting with the customers emotionally.

2.2 Company Vision, Mission & Values

Banglalink's main vision is to understand the customers need and deliver the best communication service that would enhance their customer's lives and make it simpler. The company's strategies are focused on the vision.

Company mission

Banglalink's mission is to attain a strong position in the Bangladesh market and provide customers benefits at every phase of the customer experience.

Company values

Banglalink has five values that was set based on its vision. The five values are:

- Collaborative
- Innovative
- Truthful
- Entrepreneurial
- Customer Obsessed

Chapter 3

Training & Development

3.1 Training & Development Process in Banglalink

The training and development program of Banglalink digital communications is usually conducted by the talent management division which is part of the human resource department. A training calendar is followed every year in order to train the employees.

The process of training includes conducting a training need analysis (TNA) at the beginning of each year which determines which employees will need to attend the training programs in order for development. The TNA is basically conducted by the talent management team of Banglalink. The TNA find out the performance gap of each employees in the organization and the gap determines what kind of training is required for each employee in the organization.

The TNA Process

The entire process determines what kind of training is required for new employees and old employees and based on that training is designed. The line managers of each employee play an important role in determining the training need analysis. The line manager basically conducts an informal interview with the employees regarding their performance and expectations. From the interview the line managers decide which employees need training. The employees are given the opportunity to decide what kind of skill development training they want. However, sometimes the line managers decide what kind of training the employees should get. These trainings are mandatory for employees to attend even if they have attended it in the past. Moreover, the trainings vary depending on the designation that employees hold in the organization. For instance, employees who are managers will get a different skill development training compared to employees who are new and have less experienced. By doing so the company ensures that the employees get the trainings that they require most. After the performance gap and the lacking of the employees have been collected, the entire training is designed, that is, the material needed for the training, duration of training, place of training, selecting the trainer and finally deciding on the technique of training.

3.2 Importance of training & development

The HR department of Banglalink acknowledges the importance of training and development in the organization and therefore ensures that employees get the right training opportunities.

➤ **Development of Human Resource:**

Training and development is one of the most significant aspects of Human Resource, training helps in the enhancement and development of employees in an organization and eventually makes the organization more strong. Training and development gives a chance and wide structure for the improvement of HR's specialized and conduct abilities in an association. Moreover, it also ensure personal growth of the employees.

➤ **Development of employee skills:**

Training and development helps in expanding an employee's job knowledge and abilities of employees at each level. Furthermore, it also enhances an employee's intellect and overall personality.

➤ **Productivity:**

Training and development helps in expanding the efficiency of the employees that eventually helps in enhancing the overall productivity of the organization and achieve its long term goals.

➤ **Organizational Culture:**

Training and development helps in creating a positive perception and feelings towards and the organization and its people as a whole. It brings unity among the employees and helps in creating a friendly environment within the organization.

➤ **Overcome Weaknesses:**

Employees will have a few shortcomings in their work environment. Having a training program enables the employees to fortify their skills that they need to improve. A development program carries all employees to a more significant level where they can share the same kind of skills and knowledge. This will eventually help reduce the possibility of employees depending on other employees to finish their part of the work. Providing the necessary training builds an overall knowledgeable staff with employees who can take over for one another as needed, work on teams or work independently without consistent assistant and supervision from others.

➤ **Increased moral and satisfaction towards the job:**

The investment that a company makes for the employees in order to train them shows how much they are valued by the company. Moreover, employees who feel that

acknowledged and challenged through the trainings provided may feel more satisfied towards their jobs.

3.3 Types of Training

There are different techniques of training, Cognitive and Behavioral methods. Before the training is conducted it is essential that the trainer as well as the trainees are well aware of the methods used in training and the objective of the training. Cognitive techniques basically give the employees a theoretical knowledge. It enables the employees to increment their writing skills, communication skills and gather an understanding on the ongoing events related to the topic of the training. It gives them clear ideas on different speculations identified with the jobs that they do and attempts to give them huge information on it. This kind of preparing process causes the representatives to develop more and furthermore legitimize their working involvement in various hypotheses. Banglalink provides their employees with cognitive training as it improves employee work knowledge. The different kinds of cognitive trainings provided in the company are mentioned below:

- Training through Lectures:
Training is conducted through lectures based on the topic of the training. Through lectures employees gain knowledge about the particular topic. This kind of training usually last an hour.
- Training by demonstration:
In this kind of training employees are shown videos and slides in order to help them have a clear idea on how to do the job better.
- Training by discussion:
This kind of training involve both lectures and discussion. This is a more interactive method of training that involves discussion among the trainer and trainees which eventually helps the trainees get a clear concept of the topic.
- Computer based Training:
Once in a while workers are given computer based preparing if necessary. For instance, new programming has come and the workers need to utilize it in a regular routine, so they would be given training on the best way to utilize the new programming.

Behavioral Training provides the trainees more practical knowledge of the topic rather than theoretical knowledge. This method helps the trainees to get better idea of the practical situation. Banglalink implements this kind of training in order to build the abilities of their employees. This kind of training is utilized majority of the time in order to increment the expertise of the employees.

➤ Game and simulations:

Involves fun activities that show skills in such a way that help gain a better understanding of their work.

➤ Role Playing:

Role playing enables trainee to expect the job or undertaking of an occupation by rehearsing as well as mimicking practical works that a job holds. The goal is to get a better understanding of what kind of skills and abilities are required for a particular job.

➤ In Basket technique:

It is an important method used in training. Banglalink uses this technique for familiarizing fresh or advanced employees with the complications of their occupations by giving employees a scope of issues they may discover in the basket when they take up that activity. It enables the employees to an idea of the activities involved. The trainee needs to look at the issues which could likewise be grievances from various workers of various or same departments and all the while manage those issues.

3.4 Training Methods used in Banglalink

The training programs of Banglalink Digital Communications are generally divided into two types. Leadership training and Functional training.

➤ Leadership Training:

Leadership trainings are basically aimed at to building up the leadership skills of the workers. These kind of training are meant for employees from all departments. Name of some leadership trainings are, Business communication training, Problem solving decision making, Project management, Coaching for excellence, Business English, Situational leadership, Time and stress management etc. Every one of the preparation serves different purposes and are given to employees so that they can improve their leadership skills in every aspect of their work life.

➤ Functional Training:

Functional Trainings are intended to help employees manage their everyday functions and activities in the workplace. Majority of the time these trainings are intended for employees of a particular department. Some Functional trainings like Training of power point, Training on Excel are aimed for employees of all departments which sometimes are not given based on performance standards, other functional trainings like Oracle Data gurad training, 3g Overview training are aimed for employees of the technology department. Whereas, functional trainings like Success through distribution are aimed at the employees of sales department. These kind of trainings are crucial for employee development and therefore are conducted from time to time.

➤ Overseas Trainings:

Every year Banglalink arranges overseas trainings for the development of its employees. These kind of trainings focus on the improvement of functional, soft skills as well as leadership skills of the employees.

Chapter 4

Effectiveness of Training & Development

4.1 Measuring Effectiveness of Training & Development of Banglalink

After completing the entire training process it is essential to measure the effectiveness of the training program in order to ensure that employees were able to show a positive impact of training through their enhanced productivity and skills. Banglalink Digital Communication Ltd puts a lot of effort in order to train their employees and therefore they also put a lot of importance on the evaluation of training in order to comprehend the effectiveness of the training programs. Prior to assigning employees for training, the management sets some performance standards that the employees are expected to meet after the training and based on this standard the employees' actual performances are analyzed which eventually is used to analyze the effectiveness of the trainings. Once the training is finished, the management starts the evaluation process where they study the performance, behavior, and attitude of the employees in the workplace. There are various ways to measure the effectiveness of the training in Banglalink and they are mentioned below:

1. Observation:

Observation is one of the oldest and reliable methods of evaluating an employee's performance. This sort of method is used in order to get a clear understanding of how the employee is performing after the training. Usually the line manager of the particular employee is responsible for observing the work of the employee. As the line manager is the person most close to the employee and is responsible for assigning the work, therefore the task of observation is given to the manager. The manager basically assesses the employee over a period of time, most likely a month or two. The line manager has to compare the performance expectation with the actual performance of the employee and do the evaluation. In case the actual performance of the employee does not meet the standard expectation, then he/she will be assigned with another training session.

2. 360 Degree Feedback:

One of the other methods used at Banglalink to evaluate is the 360 degree feedback method. 360 Degree Feedback is a framework or procedure where employees get

private, anonymous feedbacks from the individuals who work around them. These anonymous individuals can be the employee's colleagues and managers. A total of about eight to twelve people fill out an anonymous online feedback form that asks questions consisting of a broad range of workplace competencies. The form feedback is basically a combination of ratings and comments that focus on the employee's performance and skills development. The employee also gets the opportunity of self-rating.

So, these are the main methods used to evaluate the effectiveness of the training but other than this the company ensures to take feedback from the managers regarding the performance of employees from time to time.

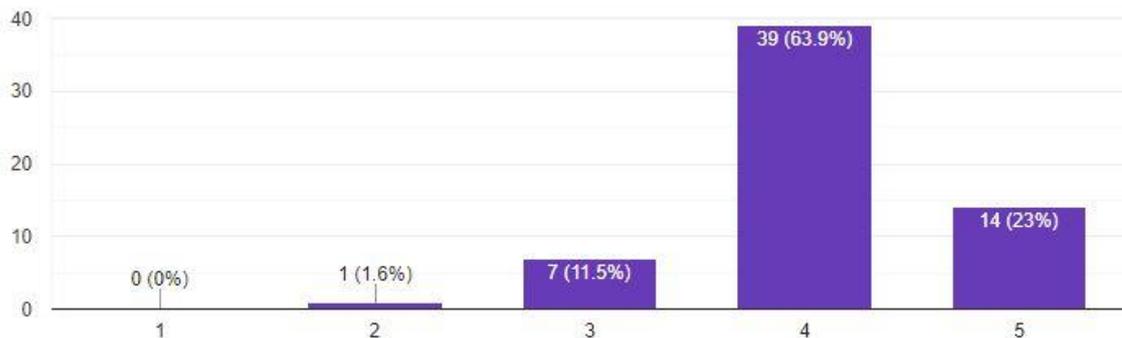
In case the training and development program failed to be an effective one the company takes necessary measures. The management will try to acknowledge the reason of the failure and take necessary steps, such as, redesigning the training.

The management may conduct a focus group discussion with the employees who have been trained in order to find out the reason behind their deficiency in performance or general feedback on the training program. In this kind of discussion the employees will get the opportunity to share their opinion on the training that was given to them. This kind of discussion enables the management to find out the lacking of the training program as detailed information is shared. Certain questions regarding the training is asked and the feedbacks given by the employees help the management comprehend what kind of measures should be taken, that is whether to redesign the training or not. Other than this the line managers also engage in a discussion with individual employee in order to find out their expectations from the training and what kind of training they would like to participate in. This kind of discussion helps the manager to gain detailed information from the employees and will also form a strong relationship.

4.2 Survey Results

On a scale of 1-5 how much would you rate the quality of training at Banglalink?

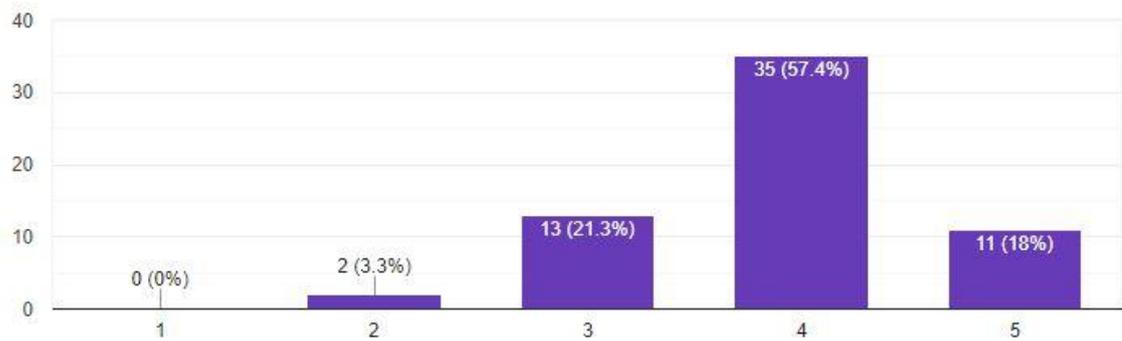
61 responses



According to the chart, we can draw the conclusion that majority of the employees, that is, 63.9 percent feel that the quality of training at Banglalink is good.

On a scale of 1-5, how much would you rate the methods of trainings used in Banglalink?

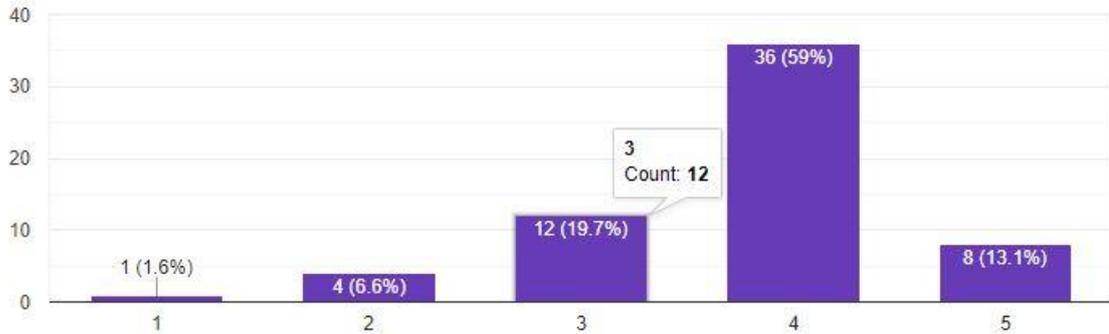
61 responses



From the above chart it can be concluded that majority of the employees, that is, 57.4 percent and 18% feel that the methods used for the training at Banglalink is good. However, there is room for improvements as 21.3 percent respondents feel neutral about the training methods and 3.3 percent feel that the methods used are poor.

Overall, on a scale of 1-5 how much would you rate the trainers?

61 responses

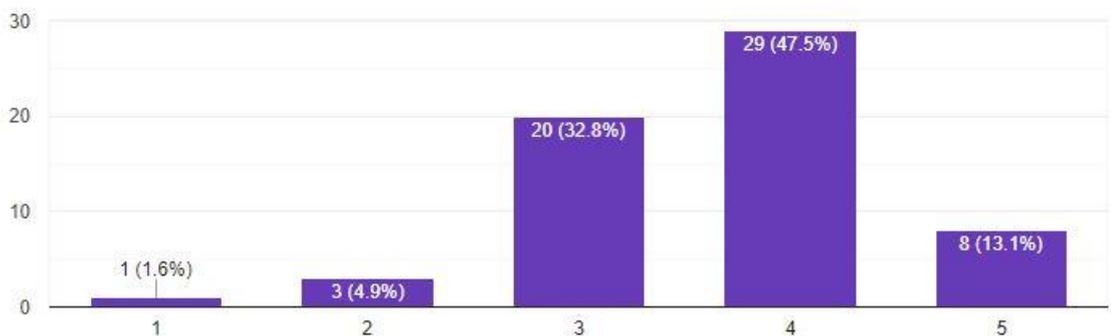


From the chart, we can see that 72.1 percent respondents feel that the trainers provided are good. However, 19.7 percent feel unsure and the rest feel that the trainers provided are not good enough. Although the majority employees are happy with the trainers but I think there is scope for Banglalink to hire better trainers.

The trainings have helped to developed my skills.



61 responses

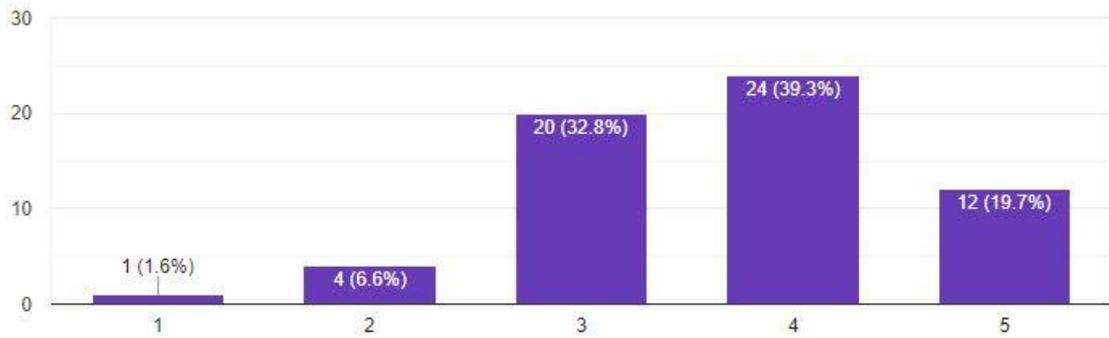


From the chart it can be concluded that majority of the respondents, that is, 60.6 percent agree that the training have helped them develop their skills. Therefore, the trainings are effective.

However, there is room for improvement to make the training better so that 100% employees can enhance their skills.

The trainings have improved my overall performance in the organization.

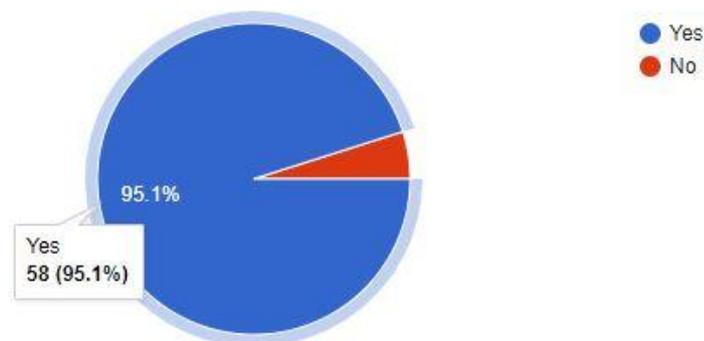
61 responses



From the above chart it can be concluded that majority of the respondents that is 58.7 percent agree that trainings have helped them enhance their overall performance.

Are you satisfied with the duration of trainings?

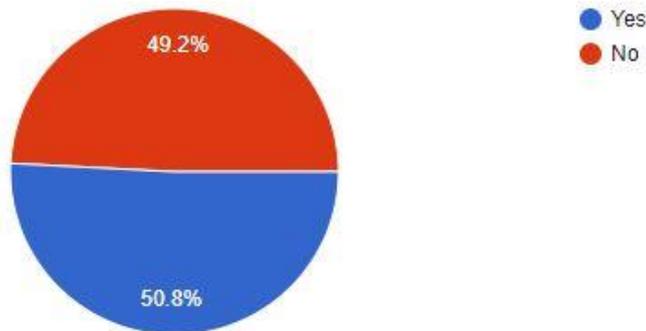
61 responses



From the chart provided, it can be concluded that majority of the respondents, that is, 95.1 percent are satisfied with the duration of the trainings.

Did you face any constraints while training?

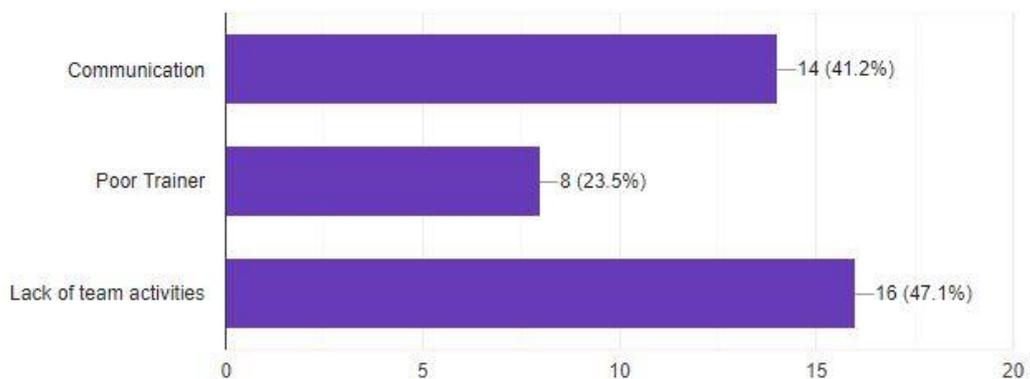
61 responses



From the chart it can be concluded that 50.8 percent have faced constraints on the trainings. Whereas, 49.2 percent have not faced any kind of constraints on the trainings.

If YES then what kind of constraint did you face on training?

34 responses

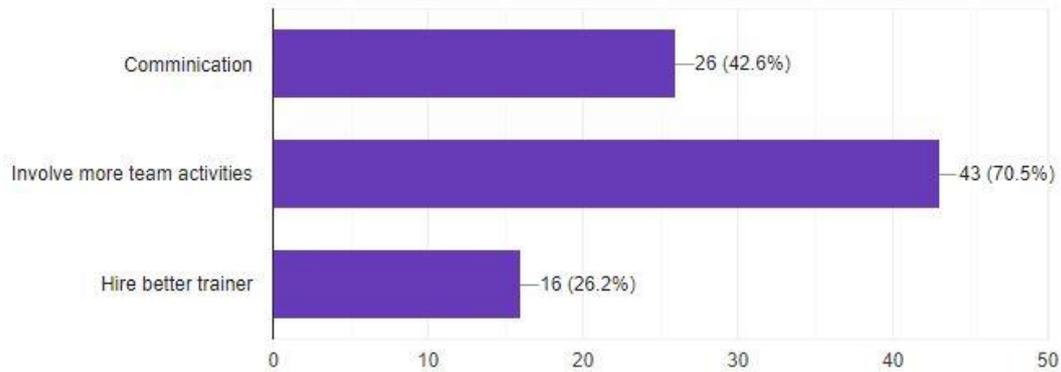


When asked about what kind of constraints employees faced on the trainings, 47.1 percent said lack of team activities were a constraint, 23.5 percent said having poor trainers was a constraint and lastly 41.2 percent said the communication was a constraint. I feel that the training

programs should focus more on team activities and communication among the members for better results.

What should be improved to make training more effective?

61 responses



From the chart provided, we can draw the conclusion that to make trainings more effective Banglalink should ensure more team activities in the training programs. Moreover, also ensure that the training programs are more interactive.

4.3 Overall Analysis

I have conducted a survey on the employees of Banglalink in order to find out the extent to which the training and development program at Banglalink has been effective. The survey consisted of 10 questions which were focused on the training and development of Banglalink. The survey helped me understand the employee's perspective regarding training and how it has helped them to develop their skills. Moreover, the survey also uncovered some of the constraints faced by employees while on the training. Furthermore, with the help of the survey I found what employees think should be improved to make the trainings better. From the data analysis it can be concluded that the training and development program of Banglalink has been effective as majority of the respondents said that the trainings have helped them enhance their skills and overall productivity. The employees are satisfied with the quality of training and also the methods used for training. However, the employees do face constraints while training. The two main constraints are communication problems and lack of team activities. These are the two things that the management team needs to work on in order to make the trainings more effective. Lastly, from the survey done it can be concluded that the training and development program of Banglalink has been effective.

Chapter 5

Recommendations

After the analysis on Banglalink, I feel that the company is doing great and is in a good position at the moment. However, there is always room for improvements so here are some recommendations on how the company could do better.

Firstly, from the survey conducted on effectiveness on training it has been seen that employees have said that the trainings could be made better by adding more team activities and interactive sessions. Therefore, I suggest that it would be great if the trainings had more fun and interactive activities for the employees to participate in. Trainings that last hours might get boring for the employees and hard to stay focused. Therefore, adding fun activities and having discussions will obviously keep the employees motivated.

Secondly, I think that they should involve diversity in the works that is done by an intern. Rather than working on the same thing every day, interns should be given the chance to work on different projects. Hence, the scope of learning will increase.

Lastly, being a telecommunication company I feel that they should improve their network coverage.

Chapter 6

Conclusion

Banglalink Digital Communications Ltd is one of the leading telecommunication in this country which is the 3rd largest telecommunication of the country. Banglalink serves millions of subscribers through network. Banglalink Digital was introduced in 2005. Inside an exceptionally brief time they gave intense challenge to the main telecom organization GrameenPhone by giving clients a modest means of communication throughout the country. Over the years it has gained a strong position in the market and became the third largest telecommunication company in the country. It was a great opportunity for me to be able to do my internship in Banglalink Digital Communication Ltd. I feel it is a great opportunity to start my career with. Over this three month period I was given the scope to acquire knowledge and gain a fresh perspective of the human resource department. This internship has allowed me to learn every day and helped me develop my skills.

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Appendix

Survey questionnaire regarding Training & Development of Banglalink Digital Communications Ltd

- 1) On a scale of 1-5 how much would you rate the quality of training at Banglalink?
- 2) On a scale of 1-5, how much would you rate the methods of trainings used in Banglalink?
- 3) Overall, on a scale of 1-5 how much would you rate the trainers?
- 4) The trainings have helped to develop my skills, do you agree?
- 5) The trainings have improved my overall performance in the organization, do you agree?
- 6) Are you satisfied with the duration of trainings?

- 7) Did you face any constraints while training?
- 8) If YES then what kind of constraint did you face on training?
- 9) What should be improved to make training more effective?