

**PERFORMANCE APPRAISAL & ASSESSMENT
POLICIES OF HUMAN RESOURCE IN
TRANSCOM LIMITED**

Submitted By:

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**AN INTERNSHIP REPORT SUBMITTED OF THE
REQUIREMENTS FOR THE DEGREE OF
BACHELOR OF BUSINESS ADMINISTRATION**

Submitted To:

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Letter of Transmittal:

6thMay, 2015

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Subject: Submission of the internship report on “Performance Appraisal & Assessment Policies of HR in Transcom Limited”

Dear Madam,

It is huge pleasure for me to submit you my internship report titled “**Performance Appraisal & Assessment Policies of HR in Transcom Limited**”. I was assigned to work at Head office of Transcom Limited. I have tried my level best to fulfill all my requirements of this course and tried to follow my supervisor’s instructions while preparing this report. This gave me the opportunity to theoretical knowledge in practical field, which help me in my future career. It has been a great pleasure for me to work on this report as it provides many opportunities to gain insight about the human resource practice and policies followed in Transcom Limited.

So, I would like to thank my academic supervisor and employees of Transcom Limited to help and help and support me preparing this internship report.

Sincerely Yours,

.....
Tanvir Ahmed Tanim

ID: 10104104

BRACBusinessSchool

Acknowledgment:

At first I am grateful to Almighty ALLAH to give me the opportunity to complete my internship program and this internship report.

As a student of BRACBusinessSchool, BRACUniversity, I would like to express a great pleasure and satisfaction to prepare an internship report on “**Performance Appraisal & Assessment Policies of HR in Transcom Limited**”. It would be quite impossible to complete this report without the co-operation and suggestion of Transcom Limited employees. It gives me immense pleasure and happiness to acknowledge them with my gratitude.

I am extremely pleased and thankful to my honorable supervisor of my internship program **Tanzin Khan**, Assistant Professor, BRACBusinessSchool, BRACUniversity. Her tremendous support and direction, co-operation, valuable advice and endless inspiration enable me to overcome all the difficulty and complexity that create during my internship and preparation of this report.

I also acknowledge the whole hearted support extended to me in compilation of the report to **Shakil Akhter**, Head of HR & QMS. Moreover, I am really thankful to **Naima Tanzila**, Executive-Training Development & HR. for helping me in every aspect. It is a pleasure to acknowledge the contribution of all concerned regarding the preparation of this internship report. I am thankful and indebted to the entire employees of Human Resource Department of Transcom Limited.

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Executive Summary:

Performance appraisal is the process of attaining, analyzing and recording information about the relative worth of an employee. The focal point of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee. Its endeavor is to determine what employees do

People differ in their abilities and skills. There is always some difference between the quality and quantity of the same work on the same job being done by two different people. Therefore, performance appraisal is necessary to understand each employee's abilities, skills, proficiencies, competencies and relative merit and worth for the organization. Performance appraisal rates the employees in terms of their performance.

Transcom has their own assessment and evaluation techniques. They use an assessment form for assessing and evaluating the performance of employees. Performance appraisal of Transcom Limited is a systematic way of appraising the employees. The assessment and evaluation form performance appraisal represents the performance history of an employee with the assurance of his/her supervisor and department head. These forms identify and analyze the potentiality of employees. If the performance history and reviews of the seniors, supervisors and head of department is not good or satisfactory then an employee might be sacked or demoted. With the information of assessment form Human Resource Department make decision regarding an employee. All the employees of Transcom Limited are assessed and evaluated by the same way. They are devoted to play a proactive strategic role contributing directly to strategy development and implementation. Transcom Limited is committed to drive business excellence and create a rewarding workplace through people.

Performance appraisal helps the supervisor and head of department of Transcom Limited to understand the validity and importance of an employee's skills and abilities. The systematic procedure of performance appraisal facilitates supervisor to frame training and development program.

Chapter: 01

Introduction

Introduction

Human resource management (HRM) refers to maximize employee performance in service of their employer's considered objectives in an organization. Human Resource (HR) is mainly concerned with how people are managed and supervised within organizations, focusing on policies and systems. HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal and rewarding (managing pay and benefit systems), motivational activity and so on. Business is enlarged from manufacturing and selling to placing right people at right position in the right place at the right time. Human Resource Management provides an opportunity for discussion and promotes the understanding of the importance of human resource management to business strategy. HRM is the process of managing people in organizations in a structured and systematic manner. Human Resource Management is a key business operation practice for managing personnel within a company.

Human resource management, in the sense of getting things done through people, is an essential part of every manager's responsibilities. People are the most valuable asset for any organization. However, the reality for many organizations is that their people remain undervalued, under trained and underutilized. Human Resource Management (HRM) involves all management decisions and practices that directly affect or influence the people, or human resources, who work for the organization.

In recent years increased attention has been devoted to how diversified the human resources, how organizations manage those resources and how satisfied they are. This increased attention comes from the realizations that an organization's employees enable organizations to achieve its goals, and the management of this human resource is critical to an organization's success.

Origin of the Report

This report is based on an internship report. Transcom Limited arranges internship program to gather practical knowledge about HR and other department for University students as university conducted with different organization after the completion of theoretical courses Bachelor of Business Administration (BBA).

Scope of the Study

The scope of this paper is the discussion of various aspects of performance appraisal techniques used by Human Resource Department of Transcom Limited to assess and evaluate their employee's performance.

Objective of the Study:

The first objective of writing this report is fulfilling the partial requirement of BBA program. The main purpose of this study is to have a better orientation of the performance appraisal policy. In this report, I have tried to give an overview of performance appraisal policy of Transcom Limited.

Following are the main objectives:

- To familiar the history and operation of Human Resource Department.
- To illustrate the mechanism pursue for improving employee's performance.
- To demonstrate the overall strategy of assessment of performance appraisal policy.
- To identify the problem related to performance appraisal policy.

Methodology:

The study is performed based on the information extracted from different sources collected by using specific methodology. The methods of completing the report have included some steps which are followed steps by steps. First of all, select the topic of report then collect information related to the topic by using primary and secondary sources. In addition, some information is collected through personal interview of Transcom Limited employers and employees. As an

Internee of Transcom Limited it was easy for me to accumulate information about performance appraisal policy of Transcom Limited.

Limitation of the Study:

The employees of Human Resource department are very co-operative but they are too busy to complete their job duties and responsibilities. Every task has some limitations. However many problems appeared in the way of conducting this internship report. I faced some usual constraints during the course of my internship. These are as follows:

- Confidential Data
- Time Limitation
- Busy working environment
- Inadequate information

Chapter: 02

Organizational

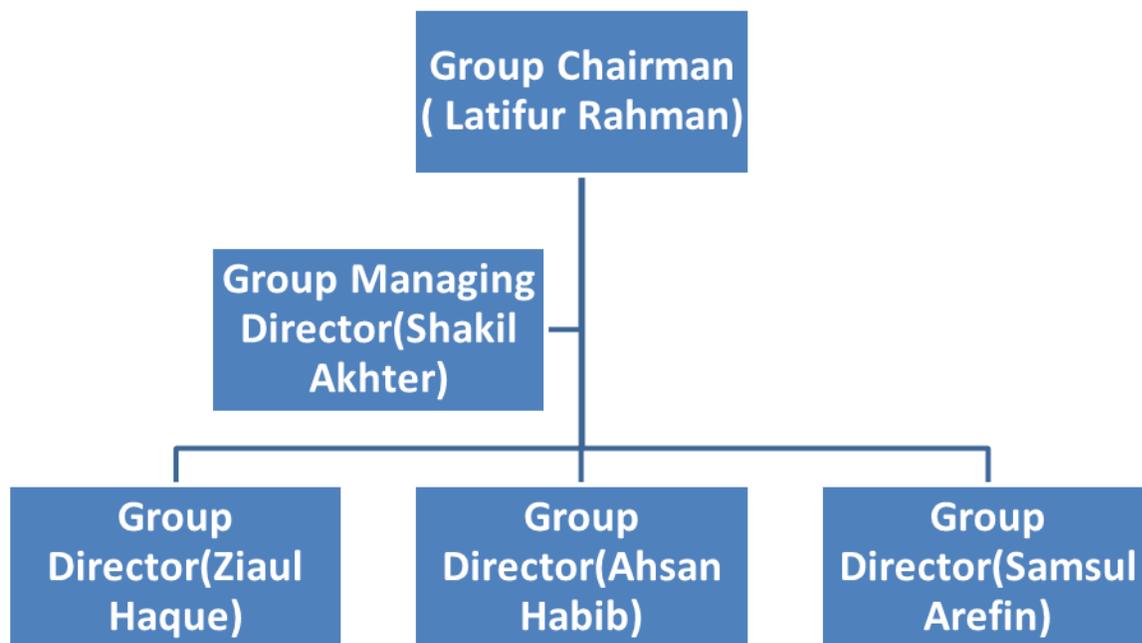
Review of Transcom

Limited

Transcom Limited:

Originated with tea plantation in 1885, TRANSCOM LIMITED today is one of the leading and fastest growing diversified business houses in the country employing over 10000 people. Not many industrial groups in Bangladesh can claim a history of continuous business pursuit's stretching back over 125 years! Initially tea later jute formed the backbone of the family business. Although these are still parts of the activities which continuing marginally to the overall group turnover. Presently those early industrial ventures have moved over to business involving high-tech manufacturing, international trading and distribution, forming strong ties with a host of blue chip multinational companies. In recent years, TRANSCOM has emerged as the largest media house in Bangladesh.

Board Organogram:



Companies & Associates:

Transcom Limited Electronics Limited	Eskayef Bangladesh Limited
Transcom Limited Foods Limited	Bangladesh Electrical Industries Ltd.
Transcom Limited Beverages Limited (7UP, Mirinda, Sprite, Aquafina water, etc.)	Bangladesh Lamps Ltd.(BLL)
Prothom Alo (Leading newspaper in Bangladesh)	Tea Holdings Limited
The Daily Star	Transcom Limited Distribution Co. Ltd.
ABC Radio	Trinco Limited
Transcom Limited Cables Limited	Transcraft Limited
Transcom Limited Mobile Ltd.	Transfin Trading Limited

Transcom Limited Electronics Limited:

Transcom Limited Electronics Limited was founded in 1993. Transcom Limited Electronics Ltd. (TEL) is a concern of the Transcom Limited Group, the company is involved in the marketing and distribution. The company started its' operation in 1993 by taking over the Philips Bangladesh Ltd, electronics and lighting business in Bangladesh. Today, the company is one of the leading electronics and electrical company in the country, marketing and distributing Consumer lighting, Consumer electronics, Home Appliances and Professional lighting products from renowned brands such as Philips, Whirlpool, Samsung and Transtec through its extensive distribution and retail network.

Products of Transcom Limited Electronics Limited are TV, Refrigerator, Air Conditioner, Audio Systems, Lighting Bulbs (GLS), Energy Saver Lamps (CFL), Tube Light, Electronics Ballast, Starter, Iron, Blender, Fan, Hair Dryer, Washing Machine etc.

Business Solution

To facilitate effective business growth, Transcom Limited Electronics serves diversified businesses in the country. With a strong dedicated corporate sales and technical team, Transcom Limited Electronics provide services to the following area:

- Office/ Real Estate Cooling Solutions
- Restaurants Cooling Solutions
- Hotel Guest Room Electronic Solutions
- Hospitals & Educational Institute
- Shopping Malls Cooling Solutions
- Business to Business (B2B)/ Trade Promotions

Transcom Limited Electronics is dedicated towards it customers providing solutions and the best after sales services. Transcom Limited Electronics is always committed to contribute toward lifestyle of the people and overall business growth of the nation.

Transcom Limited Beverages Limited:

Transcom Limited Beverage Ltd (TBL) is the exclusive PepsiCo Franchisee for Bangladesh. TBL owns and operates modern plants in Dhaka and Chittagong for bottling the renowned soft drink brands such as, Pepsi, 7UP, Mirinda, Slice, Mountain Dew, Pepsi Diet and 7UP Light. The company is emerging with the motto to deliver sustained growth in Bangladesh and move towards dominant Beverage Company, delighting & nourishing every Bangladeshi, by best meeting their everyday beverages needs & stakeholders by delivering performance with purpose, through talented people. 2009 has been an amazing year for TBL, winning several spectacular awards as PepsiCo's exclusive bottling partner in Bangladesh. For its' extraordinary and outstanding venture through excellence TBL has been rewarded with several prestigious national and international recognitions.



Eskayef Bangladesh Limited:

Eskayef Bangladesh Limited, also known as SK+F, is a pharmaceutical company based in Bangladesh. It is part of the Transcom Limited Group. Eskayef Bangladesh Limited (SK+F), a successor of Smith Kline and French in Bangladesh was acquired by TRANSCOM LIMITED in 1990, is one of the pharmaceutical company of Bangladesh, which is engaged in the manufacture and marketing of a wide range of therapeutic drugs, bulk pellets and animal health and nutrition products with annual sales surpassing 80 million US dollars. Eskayef is growing more global and exporting its products and bulk pellets to 15 countries across 4 continents. Presently Eskayef is also marketing eye care products of Allergan Inc. USA, the global leader in this special area.



SK+F
ESKAYEF BANGLADESH LTD.

- Successor of Smith Kline & French, USA
- The 4th largest Pharmaceutical company in Bangladesh
- Exports to 20 countries across Europe, Australia, Africa & Asia
- Pioneer pharmaceutical in Bangladesh to have accreditations-

UK MHRA TGA Australia EU GMP VMD UK

Technology Transfer
Manufacturing Under License

novo nordisk®

Contract Manufacturing

gsk GlaxoSmithKline

NOVARTIS

SERVIER

Bangladesh Lamps Limited (BLL):

Bangladesh Lamps Limited is the pre-eminent manufacturer of electric light bulbs in the country. The company has an exclusive licensing agreement with PHILIPS Electronics N.V. Holland, under which it manufactures PHILIPS lighting products. BLL was incorporated in 1960 as a subsidiary of PHILIPS, Holland. In March 1993, PHILIPS sold its entire shares to TRANSCOM LIMITED.

The primary purpose of BLL is to produce and serve Philips GLS lamps (Classicstone, Softstone and Anti-Insect types) & Transtec CFL and GLS lamps (Clear & Lustre types) around the country which are marketed and sold under the governance of Transcom Limited Electronics Ltd (TEL) as lightening distribution and sales projects. Due to the necessity of cost effective electricity the TFL tech bulbs are populated and distributed more and more everyday around the country, BLL became one of the leading TFL bulb production houses.

Transcom Limited Distribution Company Limited (TDCL):

Transcom Limited Distribution Company Limited (TDCL) has the largest independent distribution setup in Bangladesh with full infrastructural facilities provided by a countrywide network of 23 branch offices along with one main office, warehouses and delivery vans, directly servicing over 8000 outlets throughout the whole country.



Prothom Alo:

Prothom Alo is a major daily newspaper in Bangladesh, published from Dhaka in the Bengali language. Prothom Alo is considered as the largest & most popular newspaper in Bangladesh based on circulation and readership. It started its journey from 4 November 1998. Matiur Rahman is the publisher and editor of Prothom Alo. Transcom Limited group is the owner of Prothom Alo newspaper.

ABC Radio:

ABC Radio (Ayna Broadcasting Corporation Ltd) has started its Commercial operation from 7th January, 2009. It's broadcasting at FM 89.2 and serving 24 hour news and entertainment radio station and has become a popular FM Radio Station of the country. In addition to the programs on current Affairs and entertainment, ABC Radio is also airing latest news updates every hour. In addition to the programs on current Affairs and entertainment, ABC Radio is also airing latest news updates every hour.



MEDIA COMPANIES

প্রথম বায়দ্যো
The highest circulated & number one newspaper in the country
The most read online Bangla newspaper in the world

The Daily Star
The highest circulated & number one English newspaper in the country

abc
FM 89.2
১০০% বাংলায়
The number one FM radio in the country

Chapter: 03

My Job

Responsibility

My Job Responsibility:

As a student of BRAC Business School, BRAC University, for successful completion of BBA program, every student has to do the internship. The purpose of internship is to be taught the actual work place and practice the type and nature of actual job duties and responsibilities. The intern student is positioned in any business organization and placement to the position in which they are interested. I Tanvir Ahmed Tanim work as an intern in Transcom Limited to congregate the knowledge of the real work place. It helps every student to gather practical knowledge and understanding about organization to seem the opportunities and dispute of the job market.

This report has done as a requirement for the Internship program. The basic purpose of this internship report was to find out the performance appraisal procedure of Transcom Limited. I am doing this report on the Performance Appraisal & Assessment Policies of HR in Transcom Limited. For the report, doing such a job there is an opportunity to learn how the job performance of an employee actually assessed and evaluated. I used both primary and secondary sources of information to collect data. For collecting primary data I took interviews and for secondary data websites, books, lectures and some previous reports are reviewed.

3.1 Description of the jobs:

Nature of job: Intern

Company: Transcom Limited

Department: Human Resource Department

Duration: Three Month (January29, 2015 to April30, 2015)

3.2 Data Collection Method:

To prepare this internship report data was collected through previous documents, organizational records and highly dependent on observation. To identify the information main source of data was open ended interview and observation.

3.3 My Job Responsibility:

3.3.1 Recruitment Process:

- Total recruitment process is very organized in Transcom Limited. Recruitment procedures start from the “Recruitment Requisition Form”. After requisitions are being approved COO, HR department search for the resumes from internal vacancy or the external vacancy. I just give it (Sample of Requisition Form) to show you.

<u>Requisition Form</u>		
Post:		Required Date:
Grade:		Number:
Location:		
Reporting To:		
<u>Annual Business Plan:</u>		
Does it include in ABP?		
<input type="checkbox"/> Yes <input type="checkbox"/> No		
<u>Reason :(Why recruitment is needed?)</u>		
<u>Signature:</u>		
-----	-----	-----
SBU Head	COO	Head of HR

- At first, HR department send vacancy advertisement to their internal employees through mail. They may employ internally after internal advertisement. The details will be posted, in writing, on the employee notice board(s) or giving at least seven (7) working days for applications to be made. In addition, they try to get applicants from external source such as bdjobs.com and so on. Along with they use recruitment agency such as Yes Pvt. Ltd, Grow & Excel and EMC.
- I have screened numerous CVs of several positions and gave them their desired pool of applicants. After gathering the resumes; they are screened according to some requirements such as educational qualification, total years of experience and experience on relevant area.
- I have listed screened applicants CV into the database for advance procedure. The applicant’s names and other required information are listed into database and it helped them for further operation regarding to recruitment process. This information is listed down after screening the candidates resume. Selected candidates are further calling for interview. Below information are listed in applicants’ database.

SL No	Name	Total year of experience	Working Organization	Last degree of education	University	Result	Email address	Contact No
1								
2								

- Then interview process starts with short briefing about the organization. Interview processes are totally based on the competency framework which is designed by Transcom Limited. Before giving the interview, candidates have to fill up “Application for Employment Form”. I have to give this form to the applicant and then collect it from them.

Application for Employment

Name: _____ Designation: _____
 Address: _____ Grade: _____
 Address: _____ Phone number: _____
 Email address: _____ Marital status: _____
 Number of children: _____
 Education qualification: _____

Degree	University	Year	Results

Time required for joining: _____

Do you have any criminal case?

- Yes
- No

Do you have driving knowledge?

- Yes
- No

Interest:

Future plan:

Reference:

Contact Person	Number

- Minimum three (3) interviews are taken to select any candidates as an employee. There are organized and designed joining formalities and orientation schedule which is provide by HR department. Selection Panel will have the same opinion on the line of questioning to be followed and will ensure that similar questions are put to each candidate. The questions asked will be intended to acquire indication of how each candidate go with the requirements. The same questionnaire will be covered for each candidate. I have to send mail toward the selection panel (Interviewers) to inform them about the interview schedule.

Category	Grade	Interviewers
Management Employee	G-8 to G-13	1.Category Head+ Head of HR 2. Head of HR+COO 3.CEO + SBU Director + Group Head of HR
	G-5 to G-7S	1.Category Head+ Head of HR 2. Head of HR+COO 3.CEO+SBU Director +Group Head of HR
Non-Management Employee	G-1 to G-4	1.Category Head+ Head of HR 2.Head of HR+COO

- Transcom Limited has its own set of rating sheet which helps the interview panels to rate the qualities of any candidates. Different designed rating sheet are being used for management or non management employee.
- When one candidate is selected for employment, HR department will provide him/her “Offer for Employment Letter”. Offer for Employment Letter provides a list of

documents which is required for joining as an employee at Transcom Limited. This list are given below:

- Original and photocopy of all academic certificates & mark sheets
 - Release letter or Letter of acceptance of resignation
 - Experience certificates
 - Passport size photograph
 - Photo of nominee
 - Photocopy of Passport
 - Nation ID card
 - Name, date of birth and photo of parents, spouse and children
-
- After appoint an applicant as an employee of Transcom Limited, I have checked his/her academic certificates and above documents and after that reported to assigned HR officer about it. This is the final phase of Transcom Limited's recruiting.
 - After completing the entire formalities one selected candidate is ready for start their working at Transcom Limited. Subsequent to verify all the documents they get "Joining Letter" from Transcom Limited. Transcom Limited issue two joining letter one is given to the selected candidate and another one is put on employee's personal file. I have issued this two joining letter for per selected candidate.
 - Transcom Limited has personal file for each and every employees. Sometimes I need to check employee's personal files whether all forms and documents are there or not. Transcom Limited keeps several forms and letters on employees personal file such as :
 - Hospitalization Form
 - Nomination Form
 - Joining Letter
 - Offer For Employment Letter
 - Application For Employment Letter
 - Employment contract
 - Educational Certificates

- Mark sheets
- CV
- Photocopy of National ID card

3.3.2 Performance Appraisal:

Performance appraisal is very important to find out the best performance and also performer. Performance appraisal is a process of setting work standards, assessing the employees' actual performance relative to those standards, and providing feedback to the employees with an aim of motivating and encouraging that person to eliminate performance deficiencies or to improve the performance level.

Transcom Limited has their own process to appraise the employees. They have two performance appraisal forms for assess and evaluate the employee's performance. This form requires employees name, employee ID, designation, department and basic salary information. Every employee has their individual job responsibilities and duties. From this job description some major task of a particular employee is assessed under some weighted mark.

An employee has many job responsibilities and his major tasks are taken for this appraisal system. Here every major task has certain weight and the line manager or supervisor check what the employee achieved after performing the duty. At this point the achievement considering the standard of work is noted. After this, the achieved mark is multiplied by the total mark assigned for the task. This is a common procedure and all major duties are measured by this process.

Every employee of Transcom Limited has their job description. They have to perform many job duties and responsibilities. For an example, human resource employee has some job responsibilities such as Recruitment, Selection, Training, Performance Management, Pay Plan, Benefit Plan, Exit Interview, and Final Settlement and so on.

Weight Percentage of Tasks:

Recruitment 3%

Selection 2.5%

Training 2%

Performance Management 1.5%

Final Settlement 1%

Major Task Performed (To be filled by Supervisor):

Major Task Performed	Weight	Achievement	Point
1. Recruitment	3%	8	$8 \times 3 = 24$
2. Selection	2.5%	6	$6 \times 2.5 = 15$
3. Training	2%	6	$6 \times 2 = 12$
4. Performance Management	1.5%	5	$5 \times 1.5 = 7.5$
5. Final Settlement	1%	6	$6 \times 1 = 6$
Total	1.0	50	64.5
Reporting To	Base Station		

To identify an employee's performance during the month above techniques are being used. At first, evaluator gives some weighted percentage against some major duties of an employee. Employees each task will be rated out of 10 marks. After that, it will be multiplied by weighted percentage. The total score of employees will be counted as their monthly performance level. It will be compare with the standard performance level which is set by the evaluators. The total workforce of the group has been segmented into two groups:

- Assessment Form except Sales & Marketing

- Assessment Form for Sales & Marketing Officials Only

Supervisor's Comment
Signature

Department Head's Comment
Signature

Employee's Comment
Signature

For the use of HR Department Only

Signature

After evaluating an employee's performance the supervisors, department head and employees give comments about the performance of that employee. They also give their signatures in the signature box. There is a field which is used by only the Human Resource department of Transcom Limited.

This technique helps the manager in evaluation of the performance of the employee.

- It takes time to complete the process.
- Employees will identify their strengths and weaknesses.
- This method needs some initial goals which will be compared against actual performance.
- The rater may be influenced in individual the positive and negative questions. He can assign biased weights to the task performed by employees.
- This method also is expensive and time consuming
- It becomes difficult for the manager to collect, analyze and weigh a number of statements about the employee's tasks, characteristics and behaviors.

Chapter: 04

HR Practices of

Transcom Limited

4. HR PRACTICES & POLICIES OF TRANSCOM LIMITED

4.1 Recruitment Policy of Transcom Limited

The goal of recruitment process is to select and recruit competent Transcom Limited requires for its operation and to attain aspiration, missions and objectives.

4.1.1 Objective

- Ensure quality recruitment of personnel.
- Bring clarity and consistency in the selection and recruitment process.
- Ensure equal opportunity for employment.
- Encourage all candidates to demonstrate their suitability for a post through the establishment of a clear, welcoming and positive process.

4.1.2 Validation of Need & Approval

- The Group HR or SBU HR as the case may be, shall administer the recruitment process. Best efforts shall be made to attract suitable numbers of qualified applicants and shortlist them on relative qualification, skills, and attributes to meet human resource recruitment. The Group Human Resources may authorize agencies to conduct their own recruitment programs for specific grades or positions with approval of the CEO.
- A requisition be respective Department Head should be made using the prescribed form to HR department to fill a vacant post.
- Any requisition for vacant post will be advertised in a manner likely to bring it to the notice of persons qualified to fill the post.
- They may appoint internally after internal advertisement the details will be posted, in writing, on the employee notice board(s) giving at least seven (7) working days for applications to be made.
- All types recruitment advertisements will be clear and helpful to potential candidates, and will contain a minimum of the information:

- a) Post title
- b) Grade
- c) Location
- d) How and where to apply
- e) Role definition
- f) Name and description of the organization/SBU/department.
- g) Last date for applying

4.1.3 Eligibility for Employment

- The candidate's age must be 18 years or above.
- The candidate must not be convicted by any criminal court.
- Medically fit for the job he or she is seeking.

4.1.4 The Selection Panel

A Selection Panel will be made up of the senior management level of the concerned SBU. For recruitments in managerial level (Grade 8) or above, at least one person from the Group HR should be present in the final selection stage. The quorum is at least three (3) persons.

4.1.5 Short Listing

- Short listing is the responsibility of the Selection Panel.
- The criteria for selection will be consistently applied to all applicants.
- If the pool of applicants is found to be weak, the Selection Panel may recommend to the management that the post is re-advertised.
- When taking reference, referees should be asked specific questions. These will include:

- a) Length of time they have known the candidate. Last regular contact with the candidate.
- b) Capacity in which they have known the candidate.
- c) Assessment of the candidate's strengths and weaknesses.
- d) Reasons for leaving.

4.1.6 Interviews

The format, style and duration of interviews are matters for the Selection Panel to decide, but the following will be adhered to:

- a) Briefing: All candidates will be given relevant information about the company to enable the candidates to make further enquiries about the advertised job.
- b) The formal interview: Before the interviews the Selection Panel will agree on the line of questioning to be followed and will ensure that similar questions are put to each candidate. The questions asked will be aimed at obtaining evidence of how each candidate match the requirements of the Role Definition. The same areas of questioning will be covered for each candidate.
- c) The Selection Panel will evaluate the candidate at the end of the interviews. The notes taken and documentation used in this evaluation process will form part of the formal record of why candidates were or were not selected. In case the candidate is selected, the interview records will be appended to the employee's personal file. For all other candidates who were not selected, the records will be retained for six (6) months; after that time they will be destroyed.

A range of options to develop an interview process appropriate to the level of post on offer should be used. Options that the Selection Panel may consider include:

- a) Presentation by candidates.
- b) Discussion in small groups about a topic relevant to the post on offer.

- c) Small group interviews with management panels.
- d) Practical test.
- e) Skills demonstration

The Selection Panel to be provided by HR Department with copies of:

- a) Role Definition covering job descriptions and person specifications;
- b) Application forms, letters of application, and CV;
- c) Reports of any exercises or practical tests or skills demonstration;
- d) Timetable of interviews.

At least three interviews should be taken for jobs from grade-5 and above. The number, place, interviewers and procedure of the interview will be decided by the Selection Panel. The short listed candidates on each stage must be informed at least three (3) days prior to each interview.

4.1.7 Recommendation by the Selection Panel

1. The Selection Panel must reach an accord on the prospective candidate within the specified time and will make clear recommendation for offer of employment.
2. Recommendation made by the Selection Panel should be approved by the COO/CEO as the case may be to be treated as the final decision.
3. The offer of employment shall be issued by Group HR or SBU HR depending on the situation.
4. The candidates who have participated in the final round of interview but not considered for employment should give a letter of regret.

4.1.8 Offered Pay and Probation

1. Only the approved pay scale/grade could be offered by the SBUs. Any deviations should be approved by Group HR.

2. Any selected candidate irrespective of position should be placed in probation for six (6) months unless otherwise having approved by CEO/SBU

4.2 Training Policy of Transcom Limited

Training & Development:

Training & Development concerned with organizational activity intended to improve the performance of individuals and groups in organizational setting. Training & Development is a subsystem of an organization. It ensures that randomness is reduced and learning or behavioral change takes place in structured format.

Develop a competent workforce, able to respond to the demands made upon them in carrying out their jobs. Ensure quality training is provided to equip the workforce with the necessary skills, knowledge, competencies and attributes to perform their jobs effectively.

Update employees with technological and operational changes and developments.

Training & Development encompasses 3 main activities:



Training : There are different types of training such as technology based training, simulator, on the job training, coaching, group discussion, role playing etc.

Education: This activity paying attention on the job of an individual may potentially hold in the future and is evaluated against these jobs.

Development: This activity focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

4.2.1 Objectives

1. Develop a competent workforce, able to respond to the demands made upon them in carrying out their jobs.
2. Ensure quality training is provided to equip the workforce with the necessary skills, knowledge, competencies and attributes to perform their jobs effectively.
3. Update employees with technological and operational changes and developments.

4.2.3 Training Need Assessment

Training needs will be identified at the following stages:

1. The identification of the training and development needs of individuals and groups of employees is vital to the success of the training and development policy.
2. During Induction: Any immediate training needs will be identified and discussed by the concerned manager and HR department during the employee's induction period when initial targets and objectives are set. Required trainings will be organized during the first three months of employment wherever possible.
3. Selection Interview
4. End of Probation Assessment
5. Everyday interaction and monitoring by supervisor

4.2.4 Roles and Responsibilities for Implementing the Policy

- **Employees have the responsibility to:**
 - a) Seek out and participate in training opportunities to improve their job performance and competencies.
 - b) Obtain approval from their supervisor to attend training programs.
 - c) Apply learning in the work place.
- **Supervisors and managers have the responsibility to:**

- a) Support and provide opportunities for individuals to pursue job-related training.
 - b) Help and guide employees in identifying their weak areas for improvement.
- **Human Resources department's responsibilities:**
 - A) Facilitate concerned department in identifying training/development needs.
 - b) Arrange in-house or external facilities/resources for providing the required training.
 - c) Conduct/assess training effectiveness in association.

The training budget will be allocated at the beginning of each financial year in accordance with training needs identified and the organization's objectives for the forthcoming year. The training plan will be reviewed annually. All training will be evaluated by the HR Department by means of feedback from the trainee and their manager. A training record will be set up for each employee and held on the personnel file for all training, whether in-house or external.

4.3 Promotion Policy of Transcom Limited

4.3.1 Objectives

1. Facilitate career progression of employees.
2. To reward really deserving employees.
3. Maintain clarity and uniformity in promotion/upgrading decisions.
4. Provide a transparent system through which employees can foresee a career path.
5. Provide appropriate criteria/requirements for promotion to a higher grade.
6. As far as practicable, internal promotion is encouraged to replace vacancies in higher grades when occur.

4.3.2. Evaluation

1. Promotion is not an automatic process and cannot be claimed by an employee as a matter of right.
2. Generally, no promotion would be considered before completion of three (3) years in a particular position. However special consideration would be made in case of proven and outstanding performance and ability. Promotion should only be considered when one has consistently exceeded in performance compared to his or her present position's requirement.
3. Job evaluation will be done for promoting employees.
4. A separate assessment is required for the concerned person by at least three persons, of which one from the HR department

4.3.4 General Conditions

1. Consideration of promotion to a higher level is linked with fulfilling of the minimum education, experience, skill and competency requirements.
2. There must be a substantial increase of overall responsibility in the job to be considered for promotion.
3. The employee must have a demonstrable performance record
4. The organization structure and business plan must support the promotion.
5. Person profile of the employee must match the requirements of the higher position.

4.3.5 Approval

For considering promotion for Grade 8 and above approval of CEO is required. Approval of COO is required for considering promotion for all other grades.

4.3.6 Minimum Requirement

Grade	Minimum Academic Qualifications and Competencies	Additional Requirements
4 and below	<ul style="list-style-type: none"> • HSC/Technical diploma, Bachelors' degree will be preferred. 	<ul style="list-style-type: none"> • Experience: 2 years
5, 6	<ul style="list-style-type: none"> • Bachelor degree/Technical diploma, Masters' degree will be preferred 	<ul style="list-style-type: none"> • Experience : 3 years • Computer literacy
7	<ul style="list-style-type: none"> • Bachelor degree/Technical diploma 	<ul style="list-style-type: none"> • Experience : 4 years • Language Proficiency: Business

	<p>Masters' degree will be preferred</p> <ul style="list-style-type: none"> • Basic functional/Technical competency 	<p>English</p> <ul style="list-style-type: none"> • Good interpersonal skill • Computer literacy
8, 9	<ul style="list-style-type: none"> • Bachelor degree/BSC Engineer/ Professional degree will be preferred • Sufficient functional/Technical competency 	<ul style="list-style-type: none"> • Experience : 6 Years • Exposure to other functional areas • Excellent interpersonal skill • Language Proficiency: Business English • Computer literacy
10, 11, 12,13	<ul style="list-style-type: none"> • Professional qualification • Significant functional/Technical Competency 	<ul style="list-style-type: none"> • Experience: 8 years • Ability to effectively run a department independently • Multi-disciplinary and overseas exposure • Excellent interpersonal and leadership skill • Language Proficiency: Business English • Computer literacy

4.4 Performance Management Policy of Transcom Limited

An ongoing process of communication between the supervisor and the employee focused on making the employee achieve his or her best workplace results and continuously improve upon.

4.4.1 Objectives

1. Provide direction and clarify performance expectations and goals
2. Share feedback and observations with the employee concerning job performance, both what is done well and what needs improvement
3. Identifies training and professional development needs for career growth.
4. A tool to provide reward in a systematic manner
5. Reinforce core values and model behavior
6. Encourage performance and continuous learning

The review process is top-down. The individual employee and his or her superior will set the key Result Areas (KRA) targets. The KRA targets should be Specific, Measurable, Attainable, Realistic, and Time-bound. Make the target as elaborate and specific as possible. The target statement should contain enough details and broken into interim measures. Qualitative aspects of the target must be considered as well.

- An individual's KRA must not conflict with another's
- Both the appraisee and appraiser should agree on the KRAs and associated ratings.
- KRA targets of all managers from grade 8 upwards must be approved by Group CEO after validation by Group HR.

4.4.2. Role of the Appraiser

1. Fix a mutually convenient time
2. Ensure there are no interruptions
3. Listen/see with an open mind to what is said or presented

4. Keep language clear & free from misinterpretation
5. Sum up time to time
6. Keep notes

4.4.3. Role of the Appraise

1. Fix a mutually convenient time
2. Listen with an open mind to what is said
3. Keep note of what is said/advised for improvement
4. Keep language clear & free from misinterpretation

4.4.4 Role of the HR Team

1. Facilitate the whole process, provide necessary training, clarification where needed
2. Ensure completion of the process within the time schedule
3. Validate the process
4. Keep language clear & free from misinterpretation
5. Validate the KRA targets

4.4.5 Interim Appraisal.

1. Midyear appraisal sessions are encouraged. Such sessions may take place during December/January each year.

Compensation:

Compensation is a tool used by management for a variety of purposes to the further the existence of the company. Compensation may be adjusted according to the business needs, goals and available resources.

Compensation may be used to:

- Recruit and retain qualified employees
- Increase or maintain morale/satisfaction
- Reward and encourage peak performance
- Achieve internal and external equity
- Reduce turnover and encourage company loyalty
- Modify (through negotiations) practices of unions

Recruitment and retention of qualified employees is a common goal shared by many employers. To some extent, the availability and cost of qualified applicants for open positions is determined by market factors beyond the control of the employer. While an employer may set compensation levels for new hires and advertise those salary ranges, it does so in the context of other employers seeking to hire from the same applicant pool.

Morale and job satisfaction are affected by compensation. Often there is a balance equity that must be reached between the monetary value the employer is willing to pay and the sentiments of worth felt be the employee. In an attempt to save money, employers may opt to freeze salaries or salary levels as the expense of satisfaction and morale. However, an employer wishing to reduce turnover may seek to increase salaries and salary levels.

Chapter: 05

Performance

Appraisal in

Transcom Limited

Performance appraisal

Human Resources is an essential part of every managers responsibility, but many organizations find it advantageous to establish a specialist division to provide an expert service dedicated to ensuring that the human resource function is performed efficiently. Organization needs broader measure of employee performance to ensure that performance deficiencies are tackled in a timely manner through employee development programs that congregate the changing needs of the organization and its market. Employees are provided with appropriate feedback to assist with their career development.

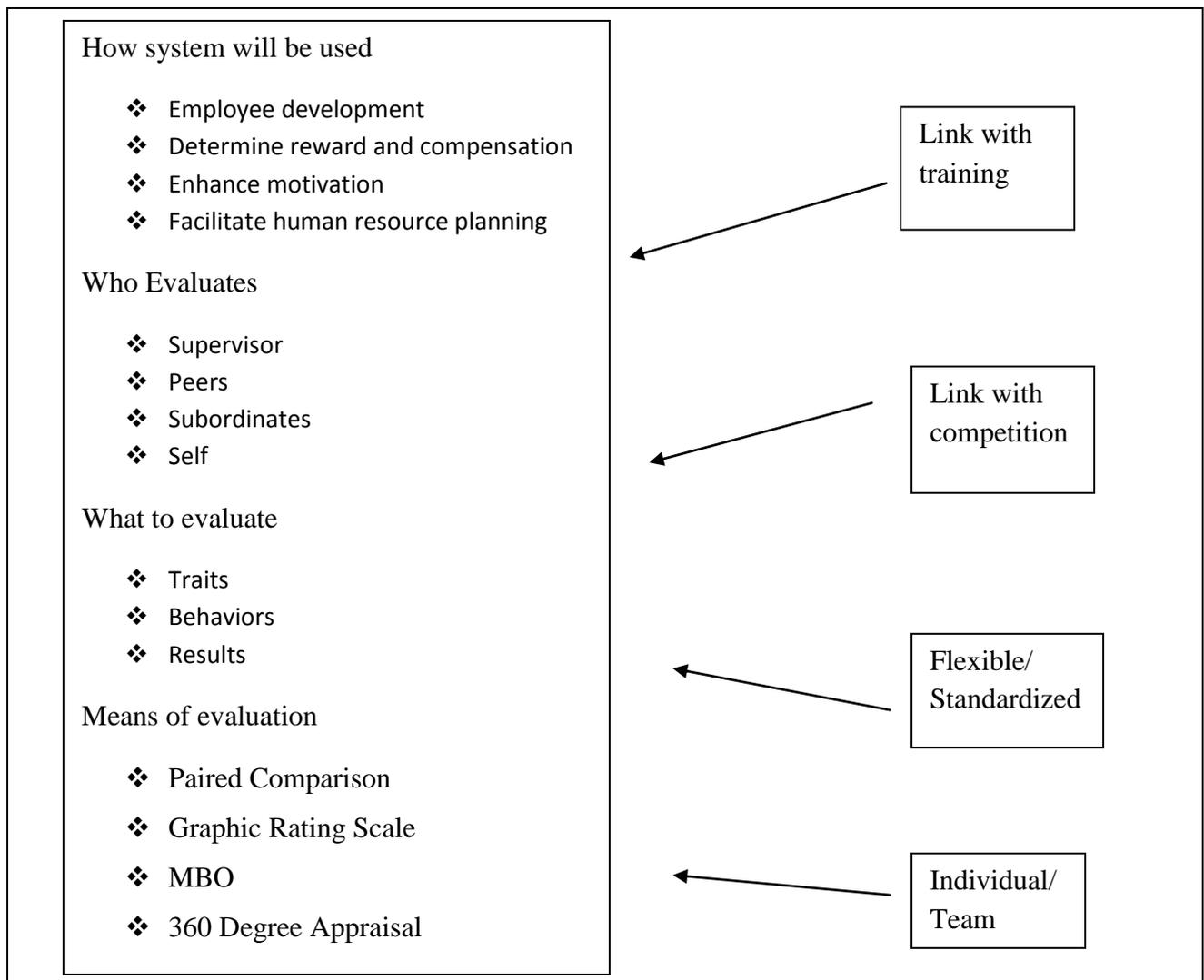


Fig: Strategic choice in performance management system

5.1 Performance Appraisal:

Appraisal offers a valuable opportunity to focus on work activities and goals, to identify and correct existing problems, and to encourage better future performance. Thus the performance of the whole organization is enhanced.

For many employees an official appraisal interview may be the only time they get to have exclusive, uninterrupted access to their supervisor. One employee shared his opinion regarding this appraisal. He said “In twenty years of work, that’s the first time anyone has ever bothered to sit down and tell me how I’m doing”. The value of this intense and purposeful interaction between a supervisor and subordinate should not be underestimating.

5.2 Objective of Performance Appraisal:

- Appraise the gap between actual and desired performance
- Helps the management to control the organizational performance
- Build the relation between superior-subordinate and management-employees
- Identify the strengths and weaknesses of the individual
- Maintains record in order to determine compensation packages & wage structure
- Provide feedback to the employees regarding their past performance
- Review and retain the promotional and other training programs
- Reduce the grievance and depression of the employees

5.3 Performance Appraisal Techniques:

- Ranking Method
- Forced Distribution
- Paired Comparison
- Graphic Rating Scale
- BARS
- Weighted Average Method
- MBO

- Performance Test
- 360 Degree Appraisal

Ranking Method:

Ranking system requires the rater to rank his subordinates on overall performance. This consists in simply putting a man in a rank order. Under this method, the ranking of an employee in a work group is done against that of another employee. The relative position of each employee is tested in terms of his numerical rank. It may also be done by ranking a person on his job performance against another member of the competitive group.

Weighted Average Method:

Weighted averages are used in many different ways for evaluating an employee's performance. Human resource managers and supervisors apply weighted averages in human resource performance appraisals to evaluate all features of an employee's performance with respect to the importance each factor has to the business. In this style, performance appraisal is made under a technique where the jobs being evaluated based on descriptive statements about effective and ineffective behavior on jobs.

Forced Distribution:

This is a ranking technique where raters are required to allocate a certain percentage of rates to certain categories (for example: superior, above average, average) or percentiles (for example: top 10 percent, bottom 20 percent etc.). Both the number of categories and percentage of employees to be allotted to each category are a function of performance appraisal design and format.

Management by Objective (MBO):

Management by objectives (MBO) is a technique applied primarily to personnel management. In its essence, it requires purposeful goal formulation for periods (like the next calendar or business year) and goals are recorded and then observed.

Behaviorally anchored rating scales (BARS):

Behaviorally anchored rating scales (BARS) are scales used to rate performance. BARS are normally accessible vertically with scale points ranging from five to nine. It is an appraisal method that aims to combine the benefits of narratives, critical incidents, and quantified ratings by anchoring a quantified scale with specific narrative examples of good, moderate, and poor performance.

360 Degree Appraisal:

360 Degree Appraisal methods appraisal provides each and every employee the opportunity to receive performance feedback from his or her supervisor, peers, staff members, co-workers and customers. It is a popular performance appraisal technique that involves evaluation input from multiple levels within the firm as well as external sources. 360 Degree feedback relies on the input of an employee's superior, colleagues, subordinates, sometimes customers, suppliers. It provides people with information about the effect of their accomplishment on others in the workplace. It provides a perception of behavioral change might be elicited through a process of improved self-awareness.

5.4 Distorting Issues of Performance Appraisal:

Performance appraisal is done by the managers or supervisors. They do this job under different situation, at different place and different state of mind and at different time. Their judgments are probable to be affected and exaggerated. They are human being. Their psychology, likes, dislikes, preference, biasness, judgment etc. are likely to affect the appraisal of employees. There are chances that errors can take place. But efforts should be there so that these can be minimized.

Proper care should be in use to give fair and impartial assessment to minimize the unfairness. Generally the following errors are likely to take place in assessment:

(a) General Bias Errors: It depends on the attitude of the evaluator. Some may be very stringent and other may be very open-minded during the assessment work. They may not consider the actual performance of the employees for assessment work. It affects everyone in general.

(b) Halo Effect: During assessment when the evaluator considers or gives importance to one criterion of the assessment and ignoring the other factor. This is called halo effect. It provides incorrect assessment of the employees.

(c) Relation Rating Error: When one task is related to another task then the evaluator gives importance to that logical relationship more. It creates the error in the assessment.

(d) Contrast and Similarity Errors: the evaluators assess the other employees based on their own assessment. The assessment may be similar or contrast to assessment of the employees.

(e) Central Tendency Errors: When the evaluators do not receive the extreme steps for evaluation, he/she keep away from the extreme two ends. She/he pursues the mid path and gives and average rating for the performance. It disappoints the outstanding performers but protect the poor performers also.

5.1.5 Use of Performance Appraisal:



- **Training & Development:** Performance appraisal can make the need for training more pressing and relevant by linking it clearly to performance outcomes and future career aspirations. Consolidated appraisal can figure a picture of the overall demand for training. In this respect, Performance appraisal can provide a regular and efficient training needs audit for the entire organization.
- **Basis for Reward Allocation:** Performance appraisal use as the basis of reward allocation. It facilitates the organization to make a decision that gets pay increase, provide valid position at the time of promotion and other reward or remuneration. This motivates an employee for better job performance to improve his organizational performance in the future.
- **Motivation & Satisfaction:** Performance appraisal can have a profound effect on levels of employee motivation and satisfaction. Performance appraisal provides employees with recognition for their work efforts. The power of social recognition as an incentive has been extensive renowned. The strength and prevalence of natural human desire for individual recognition should not be overlooked. It gives confidence proposal, develops a sense of responsibility and motivates to perform be better.
- **HR Planning:** It provides as a valuable input to skills records and human resources planning. When all the functional heads completes the entire process of evaluation they drive it to HR Department for their record and successive process. Personnel planning also benefits from the data collected from performance appraisals. Organization can evaluate the appraisals to find out the strengths and weaknesses of the company's current complement of workers that will help her determine whether the company needs additional workers or workers with different skills.
- **Communication:** Employees require knowing how well they're communicating and dealing with others so that they can effectively take out their responsibilities and congregate their short-term and long-term objectives. Thorough performance appraisal employers can understand and accept skills of subordinates. It helps to maintain cordial and congenial labor management relationship.

- **Compensation:** This is another common use of performance appraisal. Almost every organization believes in pay for performance. Performance appraisal provides the mechanism to make sure that those who do improved work receive additional pay. It develops the spirit of work and boosts the morale of employees.

5.6 ASSESSMENT & PERFORMANCE APPRAISAL

Assessment and performance appraisal helps to maintain record in order to determine compensation packages, wage structure, salaries raises, extra benefit, bonus and other allowances. It also helps to assess and maintain the potential, present in a person for further growth and development, the strengths the weaknesses of employees helps to place right men on right job.

Human resource of Transcom Limited has their own assessment and performance appraisal method. They have designed an assessments form, which is filled by the employee, his/her supervisors and the head of department. This assessment helps evaluating employees; they have divided the whole performance appraisal method in two sections:

- Assessment Form except Sales & Marketing
- Assessment Form for Sales & Marketing Officials Only

Performance appraisal serves as a basis for influencing working habits of the employees and retains the promotional and other training programs. It is also the decider for all those probationary period employees as their performance history will help achieve them to be a permanent employee. Both of the forms are designed almost in the same way but with different method patterns regarding each one’s job. The form is divided in 5 different parts:

Assessment Form for Sales & Marketing Officials Only:

Employee Name	Employee ID
Designation	Department
Date of Joining	Present Grade

Basic Salary	Take Home Salary
Reporting To	Base Station

Performance Assessment (To be filled by Supervisor):

	Target	Achievement	%
Sales YTD(During Assessment Period)	Taka	Taka	

Major Task Performed (To be filled by Supervisor):

Major Task Performed	Weight	Achievement	Point
1			
2			
3			
4			
5			
6			
7			
Total	1.0		

Supervisor's Comment

Signature

Department Head's Comment

Signature

Employee's Comment

Signature

For the use of HR Department Only

Signature

Assessment Form for All Officials Only:

Employee Name	Employee ID
Designation	Department
Date of Joining	Present Grade
Basic Salary	Take Home Salary

Major Task Performed (To be filled by Supervisor):

Major Task Performed	Weight	Achievement	Point
1			
2			
3			
4			
5			
6			
7			
Total	1.0		
Reporting To	Base Station		

Supervisor's Comment
Signature

Department Head's Comment
Signature

Employee's Comment
Signature

For the use of HR Department Only
Signature

Every single person from the security guard to the higher level authority of Transcom Limited is assessed. On the basis of assessment they are rewarded and/or penalized.

There are two assessments from:

- Assessment Form except Sales & Marketing
- Assessment Form for Sales & Marketing Officials Only

The job descriptions are different so they are assessed in a different way. Both of the forms are assessed in total of 100 points. The marks obtained in these 100 points and the comments and remarks from the supervisor and the head of the department are the result of employee's performance. On the source of appraisal Human Resource Department decides what steps should be improvised for the performance appraisal of an employees. This is the procedure of assessments and performance appraisal of the employees of Transcom Limited.

Perhaps the most significant benefit of appraisal is that, in the rush and bustle of daily working life, it offers a rare chance for a supervisor and subordinate to have “time out” for a one-on-one discussion of important work issues that might not otherwise be addressed.

Almost universally, where performance appraisal is conducted properly, both supervisors and subordinates have reported the experience as beneficial & positive.

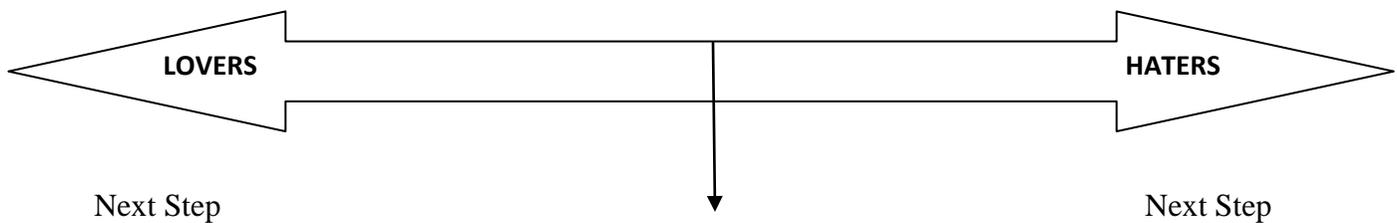
5.7 Benefits of Performance Appraisal:

- ❖ Improve employee performance.
- ❖ Highlight top performers.
- ❖ Improve employee morale and work quality.
- ❖ Make well-informed decisions.
- ❖ Enable the achievement of departmental objectives.
- ❖ Satisfy employee's desire to know how they are performing.
- ❖ Connect employees to organizational objectives.
- ❖ Clarify performance expectations.
- ❖ Increase engagement.
- ❖ Reduce turnover and absenteeism.
- ❖ Provide a written record of performance.
- ❖ Identify training needs at a departmental level.

- ❖ Prepare for the potential anticipation.

Performance appraisal offers an excellent opportunity to identify the need of training and development. Performance appraisal data can be used to monitor the success of the organization recruitment. It is a powerful instrument to standardize, refine and reward the performance of the employee. Performance appraisal helps to evaluate his achievements and appraise his contribution towards the achievements of the overall organizational objectives and goals. No matter where you place, understand how performance appraisals can enhance your organization and make you a better leader.

Lovers and Haters think differently about advantages and benefits of performance appraisal. They take performance appraisal in a different way. Their views, opinions and perspectives are given below:



<p>Look for areas of improvement within the current performance appraisal program apply, and be conscious of its limitations.</p>	<p>Be open to the benefits of performance appraisals when they are done well.</p>
<p>Be realistic about the concern that a performance appraisal can help with, and identify ones that it cannot.</p>	<p>Have a discussion to your employers to understand their professional development needs.</p>

Chapter: 06

Findings and

Prospects

Findings and Prospects

6.1 Findings:

Transcom Limited owns almost all the well-known and branded products worldwide. They just need to focus on their marketing and sales strategies and their management flaws. If they could overcome these small loops from their system then there will be no competitors to beat them in the next few years.

- Transcom Limited is in the business for over than 100 years, so they have established themselves in the customers mind and each and every person of this country know the name of Transcom Limited Group.
- Transcom Limited should give emphasize for proving better quality customer service to retain their existing customers.
- Transcom Limited Group has many international franchisees in Bangladesh. No other group of Bangladesh owns as much as international franchisee as Transcom Limited group. Now Transcom Limited Group should focus on some other well-known brand like Apple and McDonalds etc.
- They should recruit more female employees to diversify their working force.
- In rural areas of Bangladesh who have low incomes for them Transcom Limited should provide low priced handsets, television or other electronic products.
- Transcom Limited has highest market share in Bangladesh.
- They should hire more fresh graduates as their maximum business are based on the young generation people.
- The compensation and benefit plan should be modified and upgrade to international level as it is one of the biggest firm of Bangladesh.
- Transcom Limited should increase employee's base pay for motivating their employees.
- Need to provide more training and development to develop employee's organizational performance.
- The performance assessment and evaluation system should be modified to make it more efficient and effective.

- The assessment process should be based on numeric factor rather than comments. It will be clearer to all employers and employees.

6.2 Prospects:

- Transcom Limited Group is biggest and powerful organization nationwide so it should try or start producing a product which is belongs to this country.
- Transcom Limited has possibilities to expand their operation in foreign countries.
- Now Transcom Limited own the leading mobile brand Samsung franchisee. They should also try to obtain franchisee of peak mobile brand Apple.
- They should take some internal promotional activities for their products such as discounted price or option of installments.

Chapter: 07

Recommendation

Recommendation:

- Human Resource Information System should be utilized effectively and efficiently.
- Transcom Limited should utilize “Internship Program” to encourage present and potential clients. Organization should provide proper intern placement by providing practical operation to enhance their knowledge and learning’s.
- Transcom Limited should appoint a sufficient number of female employees.
- Employer branding of an organization is important to attract good talent. People have perception about Transcom Limited as a leading business firm in their industry. They have to make them unique to be the desire of pick talents.
- Organization should take massive promotional activities to expand organizations publicity to get broad geographic coverage.
- Transcom Limited should initiate better compensation plans in order to hire efficient employees.
- Formulation of recruitment or remuneration plan should be outstanding.
- Build good corporate values and morale for sales and marketing employees.
- Enhancement of remuneration package should be competitive.
- Business Discretionary power should be revised.
- Expenditure ceiling may be revised considering the grade of the branch.

Chapter: 08

Conclusion

Conclusion:

Performance appraisal is a human resource management process by which the organizations identify and establish how effectively the employees are performing the organization job. It helps to identify the weakness and strengths as well as opportunities for improvement and skills development of employees.

Transcom Limited is trying to develop all there loop holes in all the sectors and departments. Transcom Limited definitely knows its potential and they have clear vision regarding their goals. Transcom Limited is a well reputed organization among citizen of Bangladesh. So, there is full awareness about the firm and its products. As well with the name they try to provide a very good quality of service over the years. Even in the rural area people uses Transcom Limited products such as Philips lights which over the year known as “Macher Raja Ilish r Battir Raja Philips”. They create a good image among the villagers which will give a hard competition for new organization.

The human resource department of Transcom Limited is very much efficient and effective because it’s dealing more than 13,500 employees. It needs a hard job to maintain and co-ordinate such an enormous force of employees and workers. It is difficult for planning and improvising any plans or strategies for a vast group of employees. Transcom Limited should include some more training and development facilities for their employees. Transcom Limited works with huge proportion of employees so they should give emphasize to consider their employees as an asset.

Transcom Limited has proved itself a caring organization to the existing employees. All these manifest persuasive retention management practices in Transcom Limited. The corporate environment is getting competitive. Constant supervision of the environment and application of performance appraisal policies and practices are necessary to cope with the competition. It is a brand name as far as business is concern. It focuses on building high quality human resources with expertise and professional skills and abilities. Transcom Limited has immense potential in this country. It can play a vital role in bringing revolutionary changes in our country as well as human resource policies and practices.

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