

Internship Report

“Recruitment and Selection Process “

Of Robi Axiata Ltd.

**Submitted to,
Afsana Akhtar
Assistant Professor
BRAC Business School
BRAC University**

**Submitted by,
Upama Khayer ,
I.D.-07304103
BRAC Business School
BRAC University.**

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Letter of Transmittal

December 05, 2010

Ms. Afsana Akhtar

Assistant Professor

BRAC Business School

BRAC University

Subject: Letter of Transmittal

Dear Madam,

With great pleasure I submit my Recruitment and Selection process report on “Robi Axiata Ltd.” that you have assigned to me as an important requirement of BUS-400 course. I have found the study to be quite interesting, beneficial & insightful. I have tried my level best to prepare an effective & creditable report.

The report contains a detailed study on Recruitment and Selection process & a look at how it is done in the practical world. Here we have gathered information through different sources such as websites and actual interviews from my Supervisor of “Robi Axiata Ltd”.

I also want to thank you for your support and patience for me and I appreciate the opportunity provided by you through assigning me to work in this thoughtful project.

Yours sincerely,

Upama Khayer

(ID #07304103)

Acknowledgement

First of all, I would like to thank my Advisor **Ms. Afsana Akhtar** for her untiring guidance, help, effort, and suggestion. Really I am thankful to her. Without her direct guide this report couldn't be possible. A very dynamic personality, Mr. Afsana constantly inspired us all the time to develop my career and share her knowledge with us. I shall remain ever grateful to Ms.Afsana for her extraordinary gesture and relentless effort.

I am also thankful and acknowledged to my supervisor Mr. **Khandaker Raihan Sayed**, Specialist (HRD), Robi Axiata Ltd., without his direct help, suggestion, and assistance it was impossible for me to complete this report.

I would also like to thank the authority of Robi Axiata Ltd. for helping me by giving an opportunity to work with them.

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an axiata company

Robi Axiata Ltd.

EXECUTIVE SUMMERY

As a part of academic requirement and completion of BBA program, I have been assigned to complete internship report on “Recruitment and Selection process of Robi Axiata Ltd.” under the guidance of Ms. Afsana Akhter.

“Recruitment and Selection process” is a segment of human resource process; As such I have selected this topic to make it clear. I have divided this report in some sub segments. As a young intern in a reputed telecommunication company like “Robi Axiata Limited” I have tried my best to go through their Recruitment and Selection process within little tenure of 03 months.

The report starts with a general introduction “Robi Axiata Ltd” As well as its purpose, scope and limitation. Then this report proceeds onto the preliminary talk about “Robi Axiata Ltd.” Robi Axiata Ltd. one of the pioneers in the telecommunications private sector of Bangladesh, It is a joint venture company between Axiata Group Berhad, Malaysia and NTT DOCOMO INC, Japan. At first it introduced with a brand name AKTEL in 1997 then it started a new journey 28th March, 2010. I have shown the vision, strategic goal and principles of it. Afterward here discuss about Robi Axiata Ltd.’s different Division and Department. Then it carries on with Robi’s Long Term Vision, CSR activities, Achievement. Than the report proceeds with the job part, where the jobs which is done by me is discussed.

After that I continue on to the my main focus of the report-“Robi’s Recruitment and Selection process” describing the different steps of it. The first part is manpower requisition and each department gives requisition according to its HR planning to HR Department. After getting approval from the CHRO, advertisement is given internally within the organization or in external media like bdjobs.com and career website of Robi.

Following steps are arranging written exam, taking one or more interviews, and finally the medical checkup. A detail elaboration of selection of best candidate has been added in the project part and the contribution of HR department for selecting the most eligible employees for Robi has been highlighted. In this report, some other important topics of their HR division are also discussed like HR hierarchy, the environment within the organization and accommodation of a pull of candidates. After completion of this report it can easily say that efficient, competent and active part in Recruitment and Selection process take a company to the peak of the success.

CHAPTER-1

Introduction

Introduction

This is an internship report. Bachelor of Business Administration (BBA) Course requires a three months attachment with an organization followed by a report assigned by the supervisor in the organization and endorsed by the faculty advisor. I took the opportunity to do my internship in an international telecom company what is one of the leading telecom service provider in Bangladesh, “Robi”.

Under the proper guidance of on site supervisor **Khandaker Raihan Sayed**, I have conducted my study on ‘Recruitment and Selection process in Robi. My faculty supervisor **Ms. Afsana Akhtar, Assistant Professor of BRAC University**, also approved the topic and authorized me to prepare this report as part of the fulfillment of internship requirement and gave me proper guidance and assistance over time

Background of the study

There is no doubt that the world of work is rapidly changing. As part of an organization then, HRM must be equipped to deal with the effects of the changing world of work. For them this means understanding the implications of globalization, technology changes, workforce diversity. Changing skill requirements, continuous improvement initiatives contingent workforce, decentralized work sites and employee involvement are the issue for confront. Now it is a big challenge for the HRM to support the organization by providing the best personnel for the suitable position in shortest possible time. Starting

with recognizing the vacancies and planning for them is a great task. Moreover selecting attracting the suitable candidates and selecting the best person in time is a challenge.

The cost of the recruitment is significant. So, proper planning and formulate those plan is the task that require more focus and improvement. Equal opportunity and sourcing is also a vital part. Realizing this need we tried to find the difference and similarities between theoretical aspects with the practical steps taken by the company. We took an attempt to demonstrate the feature for the further improvement.

Objectives of the Study

Broad Objective:

To know overall about the company of Robi Axiata Ltd. and also know each and every parts of the recruitment and selection process of that company.

Specific Objectives:

1. To focus on major elements of Recruitment and Selection process.
2. To focus on the process of Recruiting and selecting personals.
3. To focus on the updates and the batter methods of modern technique.

Methodology

Source of Information:

1. **Primary:** The primary information collected through face to face interview, observation, and by participation in the recruitment and selection process.
2. **Secondary:** The secondary information collected from website, Magazine, Memorandum, Journals, books and some other relevant sources.

Both primary and secondary data sources will be used to generate this report. Primary data sources are scheduled survey, informal discussion with professionals and

observation while working in different desks. The secondary data sources are different published reports, manuals, price updates and different publications of “Robi”.

Scope of the research

The report deals with the recruitment and selection process in terms of theoretical point of view and the practical use. The study will allow learning about the recruitment and selection issues, importance, modern techniques and models used to make it more efficient. The study will help to learn the practical procedures followed by the leading organizations. Moreover the study will help to differentiate between the practice and the theories that direct to realize how the organization can improve their recruitment and selection process.

Limitations of the research

The main limitation of the study is the collection of information. Because most of the information are confidential. So they don't want to disclose them. And I am not able to show any forms which they use in the time of joining or we use to upgrade the files.

CHAPTER-2

COMPANY OVER VIEW

Background of Robi:

In order to get on with the rhythm of the modern world, infra-structural development of the telecommunication sector should get the priority. As a consequence, Robi Axiata Ltd. one of the pioneers not only in the telecommunications private sector of Bangladesh, but also is a dynamic and leading countrywide GSM communication solution provider. It is a joint venture company between Axiata Group Berhad, Malaysia and NTT DOCOMO INC, Japan. With a mission to meet the communication needs of the people of Bangladesh, Robi Axiata Ltd. formerly known as Telekom Malaysia International (Bangladesh), commenced its operation in 1997 under the brand name of Aktel. Later, on 28th March, 2010 the company started its new journey with the new brand name “Robi”.

By serving the urban dwellers and rural people simultaneously, Robi is going to fulfill the country’s vision to make communication a basic necessity and with the reach at all levels of the society. Sharing Robi’s experience and expertise with people of Bangladesh will not only assist in the development of the telecom infrastructure in the country but most importantly the people of Bangladesh remains connected and closer with each other.

Robi is truly a people-oriented brand of Bangladesh. Robi believes in ahead with innovation and creativity. The company is providing the telecommunication services to support national telecommunication policy for a higher rate of telecommunications ratio and coverage in Bangladesh. Robi is committed to provide warm, friendly approachable service to its valued customers as well as mass society. Robi services its subscribers with the philosophy of the excellence with the limited interconnection.

To ensure leading-edge technology, Robi has the international expertise of Axiata and NTT DOCOMO INC that support 2G voice, CAMEL phase 2 and GPRS/EDGE service with high speed internet connectivity. Its GSM service is based on a robust network architecture and cutting edge technology such as Intelligence Network (IN), which provides peace of mind solutions in terms of voice clarity, extensive nationwide network coverage and multiple global partners for international roaming (IR). It has the widest International Roaming coverage in Bangladesh connecting 553 operators across 207 countries. Its customer centric solution includes value added services (VAS), quality customer care, easy access call centers, digital network security and flexible tariff rates.

As a customer focused Information Communications Company, Robi believes in providing superior service that leads to good business and good development in the society. Robi believes that quality is continuous and never ending journey. Hence, a step Robi is taking continuously to upgrade and expand their network for better and more efficient services to subscribers.

Market share of Robi

Robi has got 18% market share in the Telecommunication industry in Bangladesh considering the subscriber base and is in the third position based on the number of customers. But when revenue is concerned, Robi has a lot of valuable customers who are keeping Robi at second position.

Vision

To be a leader as a Telecommunication Service Provider in Bangladesh

Mission

Robi aims to achieve its vision through being number 'one' not only in terms of market share, but also by being an employer of choice with up-to-date knowledge and products geared to address the ever changing needs of our budding nation.

Principle of Robi:

Principles statements define how people want to behave with each other in the organization. Robi Axiata Limited statement is about how the organization will value their customers, suppliers, and the internal community. For this reason Robi Axiata Limited Employees hold themselves accountable to the following guiding Principles for the organization. From the perspective of Robi:

Emotional: Passionate, Creative, Respectful, Open

Functional: Simple, Ethical, Transparent, Ownership

No matter what we do in order to realize our purpose, we hold ourselves accountable to the following overarching guiding Principles for our organization.

Passionate: We are Passionate-it's in all of us. Whether visible or hidden within for whatever reason. Everything we do is about doing the best we can. We are there for each other and we endeavor to help in every way we can.

Creative: Everything we do we should do in a creative innovative manner. We bring energy to our work. Our communications demonstrates our creative flair. We provide creative and imaginative and services to our customers.

Respectful: We are truly respectful to each other, our subordinates, peers, partners and customers. We treat everyone equally and we allow people to express their thoughts opinions in a respectful manner.

Open: We have no hidden agendas. We share information freely. We can only be open with our customers, partners, and stakeholders if we are open with ourselves- regardless of hierarchy.

Simple: Everything we do and say should be simple and easy to understand. In terms of communications we make sure the messaging is in plain, simple language. Our plans are simple and uncomplicated.

Ethical: we are moral, upright, honest, righteous, virtuous, honorable, keeping our promises in all we say and do. We clearly align to our internal and organizational code of ethics and code of honor. We will oppose all forms of corruptions.

Transparent: A few key words and phrases sums this up: Honesty, openness, frankness, no lies, no deceit, no games, easily understood. We are transparent with our customers, with each other, with our subordinate and peers

Ownership: whilst working individually or collectively, we clearly demonstrate individual and collective ownership. Making mistakes is clearly part of daily business as it is part of daily life- as long as we own up to this clearly, no culture of fear.

Product Portfolio:

Robi mainly offer two types of product based on the subscription category for general subscribers-Pre-paid and Post-paid.

Pre-paid package: Robi Pre-paid is continuously offer new features and plans to provide absolute freedom to the customer. Robi offers a single Pre-paid package with different tariff plans to meet different types of needs instant, easy and multiple migration facility form one tariff to another. Tariff plans are as follows-

- ✓ Robi Club Tariff Plan
- ✓ Robi Prothom
- ✓ Muhurto Tariff
- ✓ Shoccho Tariff
- ✓ Shasroyee Tariff
- ✓ Shorol Tariff

For the entrepreneurs Robi offer a different package called Uddokta & Easy Load Tariff.

Post-paid package: Robi offers few lucrative Post-paid Packages named Simple plans, Normal plans, and Robi corporate. These Tariff and facilities can be easily found from the webpage: www.robi.com.bd. Tariff plans are as follows-

Services:**Supplementary services:**

- Call Waiting and Call Holding
- Call Forwarding
- Call Conferencing
- National Roaming-Both way
- Dedicated Customer Services
- Music
- Entertainment
- Downloads
- Internet & Data Services
- Messaging
- Community & Chat
- Information & Services
- Mobile Assistance
- Education & Career
- Islamic Info
- Lifestyle
- M-Ticket
- Finance
- Balance Transfer Request
- Call Management etc

Chain of Command

The organization is headed by its Chief Executive designated as the Managing Director entrusted with overall responsibilities of business direction of the organization and leading dynamically towards the attainment of its Vision, Mission and Goal. In attaining the above mission, the MD is assisted by 4 general managers Robi Axiata Ltd. has established a strong and formidable sales channel, which consists of direct dealers and its own sales force.

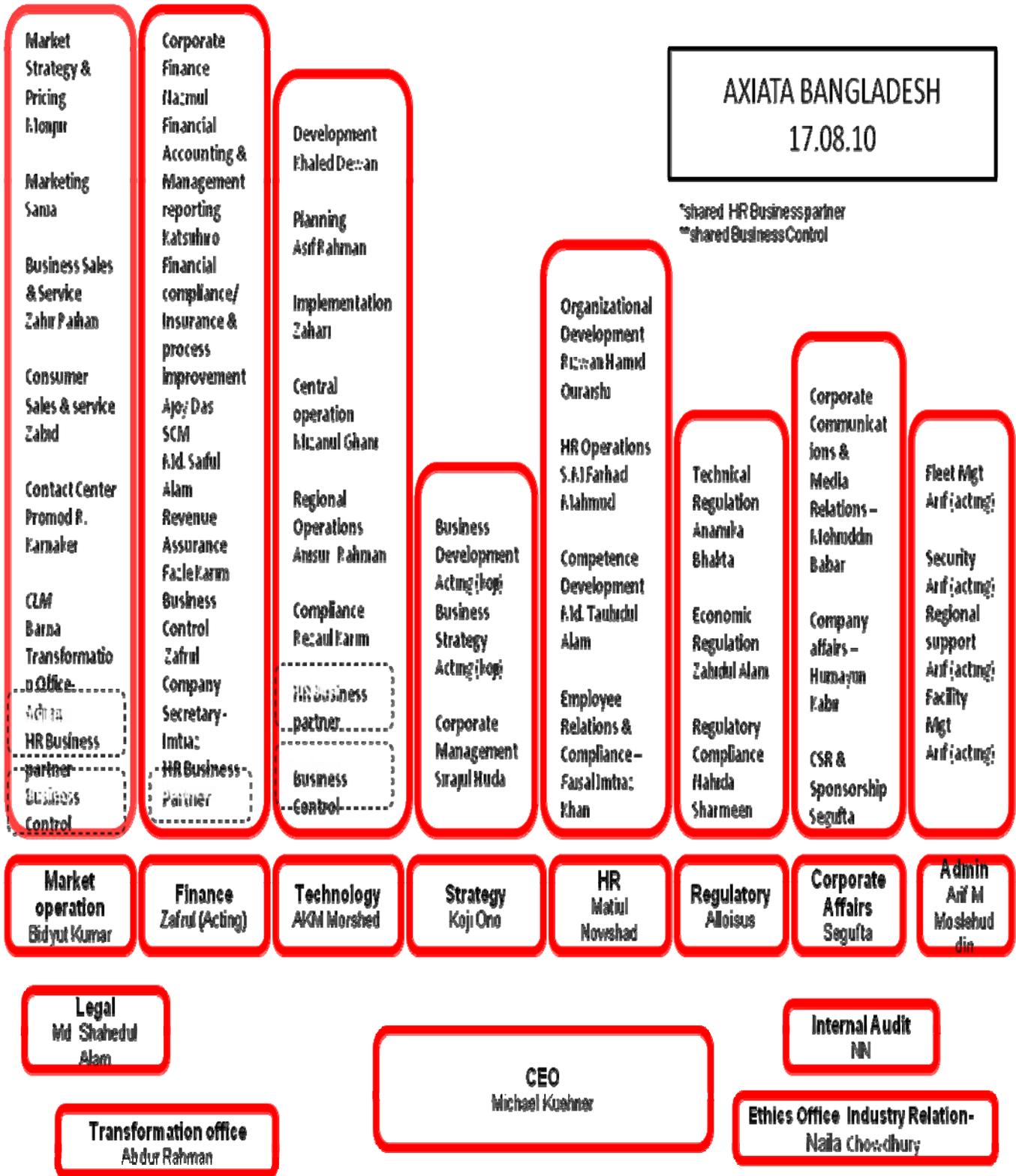


Figure: Robi Work Plan

Divisions & Departments of Robi Axiata Ltd.

Robi is operating with following Divisions / Departments having its establishment in different locations at Dhaka, Chittagong and other regions of Bangladesh.

Robi has following divisions and departments:

- Finance Division
- Commercial Division
- Information Technology Division
- Technical Division
- Human Resources Division
- Revenue Assurance Department
- Regulatory Affairs Department
- Internal Audit Department
- Corporate Affairs Department
- Corporate Strategy Department
- Supply Chain Management Department
- Credit Control Department
- Legal & Compliance Department
- Security & Safety Department
- MD's/CEO's Office

Functions of Various Departments:

Marketing Division

Marketing Strategies:

RAX always wants to achieve the desired sales growth and customer base. RAX wants to encourage the existing customers to use more of their services. They launched a package

called "Robi EID DOUBLE BONUS" which was one of their successful initiatives for obtaining potential customers.

Product Positioning

Initially RAX's target was to reach the top, but other mobile operators are also targeting to the grass roots level and thus increasing their customer base. RAX wants to be the leader with good quality and designing products for the middle and lower middle class range too.

Marketing division constitutes seven units. A brief description of each unit is given below:

- **Brand and A&P:**

Brand and A&P denotes to brand and advertising & promotion. This unit deals with the overall brand management and promotion activities of the company. The unit covers both outdoor (billboards, road-overhead etc.) media and indoor (print & electronic) media.

- **Product Development:**

Product development unit is like the R&D unit of a company, which is responsible for developing new products and services. This unit is closely related to the marketing research unit.

- **International Roaming:**

International roaming (IR) unit is basically responsible for ISD, international SMS etc services. The core task of this unit is to negotiate with foreign telecommunication companies and to expand the international coverage by making deals with them.

- **Corporate Sales:**

Corporate sales unit deals with the sales of products and services to other companies. The unit makes agreements with different companies to be the corporate clients of Robi and only handle the corporate level sales.

- **Direct Sales:**

Direct sales unit is responsible for the sales of products and services to the mass customers through the customer service centers.

- **Dealer Management:**

Dealer management unit oversees the dealers of the company around the country.

- **Information Technology Division:**

IT division constitutes seven units and they closely work together.

- **Value Added Services (VAS)**

Value added service is a unit that implements the developed concepts and ideas of the marketing division. This handles the VAS content providers who are the third party to the company.

- **Billing:**

The billing unit is responsible for processing and monitoring the billing systems for the postpaid users. The unit has a manager who reports to the AGM of IT.

- **Rating (postpaid)**

This unit is responsible for charging the rates of postpaid services. The unit fixes per-minute and pulse rates and also fix the pulse durations. It has changes the rates on demand basis.

- **Prepaid:**

This unit only deals with the prepaid service. It administers the e-fill and scratch card systems. At the same time, it fixes per-minute and pulse rates and fix the pulse durations.

- **Product Configuration:**

This unit is responsible for designing and developing products and services. It develops the blueprints of the product design.

- **Billing Operation Team:**

Billing operation team is responsible for administering the entire billing process and developing required software for collecting bills from postpaid users.

- **Customer Relation Management (CRM):**

This unit supplies required software to the customer care centers and work with these centers side by side. The centers usually inform CRM concerning their necessities and the unit prepares suitable software for them.

Finance Division:

Financial division has eight units dealing with financial matters of the company.

- **Treasury Management:**

Corporate finance unit consists of the treasury management and L/C. Treasury management deals with the inflow and outflow of the company, whereas L/C (letter of credit) deals with the L/C opening banks and other foreign banks.

- **Accounts Payable:**

This unit keeps track on the accounts payable of the company.

- **Accounts Receivable:**

This unit keeps track on the accounts receivable s of the company while preparing the balance sheet. As Axiata is a large company with thousands of financial transactions every day, a unit to keep track on the accounts is necessary.

- **Core: Account:**

Core account is an important unit of the finance division dealing with the budget and fixed assets. The annual budget of various departments is prepared under the close observation of this unit.

- **Revenue Assurance:**

Revenue assurance unit consists of the revenue assurance and fraud management. Revenue assurance monitors the transactions and assures all protection of the finances. On the other hand, fraud management protects the fraudulences take place in the daily transactions.

- **Taxation:**

Taxation unit takes care of the tax, VAT and tariffs of the company.

- **Reporting unit:**

The reporting unit reports the entire financial transactions Axiata to the parent company.

- **Costing:**

This unit forecasts the costing of different departments and resorts them regarding the expected expenditure of any alternation.

Technical Division:

The technical division consists of three major units- planning, infrastructure, and property management.

- **Planning:**

The planning unit makes plans regarding the technical matters such as the RF, SWITCH etc. They assure the proper placement of technical devices and equipments.

- **Infrastructure:**

The infrastructure unit selects the locations and builds the base transceiver station (BTS) towers. They are also responsible for the maintenance of the towers.

- **Property Management:**

The property management unit manages the technical equipments and assets.

Human Resource Division:

Human resource department is responsible for the recruitment and training of the employees of the company. They also monitor the performance and handle the promotion and salary related matters. They also administer the regulations of the company.

Corporate Strategy Department:

The corporate strategy department determines the long term strategies and short term plans. All the corporate level policies come from them and they are also responsible for the implementation.

Corporate Affairs Department:

The corporate affairs department is responsible for the internal and external synchronization. At on hand, they coordinate with outside companies. Along with that, they harmonize among the divisions and departments inside the company.

The Company in Bangladesh

The way Robi Axiata Ltd. Defines business

Robi Axiata Ltd. is the Digital Cellular Telephony Business. With a technological development in future, Robi Axiata Ltd. will adopt any cost effective and more efficient technology to provide state of the art and comprehensive service to its customers.

Axiata's vision is to continuously monitor its customer's needs and to plan accordingly. It will monitor the development of technology and updated self to meet customer demand.

Long-Term Vision of the Company:

Robi strongly believes that subscribers are their most valuable assets. They have a strong Customer Service Center. To always be with their customers the Robi "Help Line" is there. Robi has successfully migrated to a new switch with higher capacities in terms of accommodating higher customer base and as well as to let them use all the basic supplementary services under GSM technology. Robi Axiata Ltd. expertise and experience are acknowledged throughout the industry. Demand is growing all the time, not simply for the services it already provides, but for greater and more diversified services and even higher quality performance. Its pace is fast, rewards are high and work is of constant challenge. They introduced the both-way national roaming all through their network coverage. The Prepaid services with enhanced features have been commercially commenced successfully and now they are taking some projects to accumulate more advanced technological features in their network. In terms of Network Quality, the company will ensure not only the equipment are of world class standard but more importantly its size or capacity is catered to the right dimensioning of customer base, in order not to face the problems of drop calls or congestion. All these are done through proper planning, control and schedule maintenance program. They maintain the benchmark for providing the quality services. They monitor these through generating regular reports and on site survey. If there are any weak signals or a call drops, the skilled engineers are providing services round the clock to resolve the problem instantly. The most important key resource factor in Robi Axiata Ltd. (Robi) is its efficient human resource. Moreover, its decisions are based on facts from market research and coverage survey. Moreover, the above objectives can only be achieved through the right people. Robi has put its keen eyes in developing its employees through proper training, as they believe that the most important asset for Robi Axiata Ltd. (Robi) is its staff members. So they are ensuring quality services by quality people. Axiata has the plan to give opportunity to every household in using cellular service in the country at the competitive price providing unparalleled quality service and customer care. In achieving this goal,

they can't wait for more interconnection facilities with the fixed network. Robi is planning to enforce their strong efforts to create their own independent network. They have already started the Dhaka-Chittagong Robi backbone. The future plan is to vigorously expand the network, which was called cell to cell expansion, covering almost all the regions of Bangladesh within the year 2005.

The Marketing Activities of Robi Axiata Ltd.

Advertisement and Promotion:

Robi GSM are trying to convert non users to mobile phone users stressing the benefit of GSM services, and with the service benefit of Robi that will make their life easier. To serve the market more accurately their target market will be further segmented based on psychographics and business sites. The strive to develop a better product will be a continuous process. Conducting of market research will be held every 3 months. They will use their import to develop new products based on the data they will get from survey. Thus the product will be designed to meet the customers need. Robi has a wide variety of promotional activities. The promotional activities include T.V., radio, newspapers, magazines, flyers, brochures, etc. Robi has also put up billboards at certain strategic locations in order to attract customers as well as give their products and services a boost so that they can increase their customer base. Robi branding has been carried in order to bring about its brand awareness. They are trying to identify Robi as a unique product so that it can be differentiated from its competitors. Billboards are there to attract attention and appeal to customers so that they are aware of Robi's products and services. Mostly billboards have been put on main roads and some major shopping centers around Dhaka city like Eastern Plaza, where mostly the younger generation hang out. This in turn would attract that segment of customers within a specific age group, i.e. teenagers and people in their early twenties, as this generation has the urge to communicate frequently and be up-to-date on recent events. Thus, by promoting their products and services through these various media, electronic as well as press advertisements, Robi can well be in the way of obtaining it's vision and so resulting in a higher subscriber base and in turn a higher

potential market share. The Commercial Division distributes leaflets or brochures so those new customers can find out information about Robi's various packages and choose from among them.

Company Achievements:

- Robi has been conferred the prestigious Frost & Sullivan Asia Pacific ICT Award 2010 for 'Emerging Market Service Provider of the Year'
- Awarded the prestigious fund grant from GSMA MMU (Mobile Money for the Unbanked) in 2009
- Crossing 10 million subscribers mark in 2009
- Ranked within top 6 global comparable telcos in A.T. Kearney benchmarking exercise in 2009.
- Cost optimization project saved 2 times of what was projected.
- The weekly Financial Mirror Samsung Mobile & Robintex Business Award 2008-2009 as the best Telecommunication Company.
- TeleLink Telecommunication Award 2007 for its excellence in service, corporate social responsibilities and dealership management for the year 2006 in commemoration of World Telecommunication Day 2007
- Arthakantha Business Award given by the national fortnightly business magazine of Bangladesh for its excellence in Service in telecom sector.
- Financial Mirror Businessmen Award given by the national weekly Tabloid business magazine.
- Deshbandhu C. R. Das Gold Medal for contribution to telecom sector in Bangladesh.
- Beautification Award for exceptional contribution to the Dhaka Metropolitan City from Prime Minister Office on 13th SAARC summit.
- Standard Chartered-Financial Express Corporate Social Responsibility (CSR) Awards 2006 for contribution in Education, Primary Health, Poverty Alleviation and Ecological Impact.
- Desher Kagoj Business Award 2006 for corporate social responsibilities activities.

Corporate Social Responsibilities:

Robi Axiata Ltd. is always committed to the society. In fact, 2005 & 2006 were a year of exploration into Corporate Social Responsibility (CSR) for Robi Axiata Ltd. To actively identify and start establishing Robi Axiata Ltd. as a concerned entity devoted to the development of many social interests throughout greater Bangladesh based on four core values. There are enlightened through education, Assure better health, Protect environment and Fight with poverty. In recognition of its CSR effort, Robi Axiata Ltd. is the first among all mobile phone operators to win prestigious “Standard Chartered-Financial Express Corporate Social Responsibility Award-2006”.

Robi Axiata Ltd. believes education platform remains the main focus to develop a nation. To ensure an early jump into technology and intellectual transfer, Robi Axiata Ltd. has established a tradition of providing scholarships every year to three individuals to complete their higher studies in Multimedia University in Cyberjaya, Malaysia. To provide a world-class teaching and learning resources for Bangladeshi professionals, Robi Axiata Ltd. joint hand with Chittagong Skills Development Center (CSDC), Underprivileged Children’s Education Programs (UCEP-Bangladesh), etc. Robi Axiata Ltd. also aims to identify and supports indeed those in need of basic infrastructure to practice the fundamentals of Islam. This contribution goes in building orphanages and renovations of mosques all across the Bangladesh. To improve living condition of distressed people; Robi Axiata Ltd. has always been providing support to them. As a shared concern with the society at large, Robi Axiata Ltd. also focused towards the roaming street children found throughout Bangladesh. Not only with Robi Axiata Ltd. continue its thrust towards identifying & involving itself with more avenues for CSR activities, it encourages the fellow enterprise of Bangladesh to participate in such activities on a regular basis. By becoming more aware of living & social community, Robi Axiata Ltd. can certainly see so many areas to be involved in. Only through concerted efforts of the private sector, there will be emerged a socially responsible collective consciousness.

CSR Highlights:

- Robi organized 'Konthe O Tulite Bangladesh' contest (Wednesday March 31, 2010)
- Robi initiates health camp at Rangpur for underprivileged women (Wednesday March 07, 2010)
- Robi Axiata Ltd. pledge for 'Healthy Women, Healthy Family' (Sunday March 08, 2010)
- Robi Axiata Ltd. stands beside the visually impaired people of the society (February 28, 2010)
- Robi Axiata Ltd. donates sewing machines for the underprivileged women (January 31, 2010)
- Robi stood beside the cold affected people of Northern region.
- Robi Axiata Ltd. & The Daily Star have jointly initiated English in Schools (EIS), a language learning program to promote English language learning at secondary schools across the country.
- Robi Axiata Ltd. was besides the cold affected underprivileged people of the city.
- Robi Axiata Ltd. stands besides SOMA
- Robi Axiata Ltd. had taken various initiatives in Bishwa Estema 2008
- Robi Axiata Ltd. organized debate championship 2008 in Chittagong.
- Robi Axiata Ltd. joined hands with SEID trust rehabilitate children with disabilities especially intellectual and multiple disabilities into mainstream society and to facilitate activities directed towards ensuring the rights of such children.

CHAPTER-3

JOB PART

I am working there as an intern so I don't have to handle any core responsibilities. I only look after the supporting work, like: SIM Card Activation, ID Card Activation, Written exam Coordination, Calling Interview for Selected Participants, Coordinating Interviews, Coordinate and help new employees to complete joining procedures, taking written exam etc and main work is updating the files of existing employees, creates new employees files.

SIM Card Activation: When an employee joins he needs Robi SIM Card to communicate with other employees. To get this employee only fill up a form, and the other part presently done by me like taking signature from the respective manager, fill up official part, take a document of the form and finally send it to respective department.

ID card Activations: To activate ID card, it's necessary to take relevant information from employees. Like Name, Designation, Division, Signature, Picture etc. And then the complete forms send to the particular department.

Update old files: Before all employees files based on paper, which creates lots of problems to maintain because it need lot of space, paper, cabinet to keep, spend time to search and main problem was it has risk to lost. So now we convert it from paper based to computer based. And also search those papers which are missing and add these.

Creates New Files: At a time more than one people can join in an organization and all of them have different files which creates by us. Lots of papers we have to accumulate with new files like joining forms, disclosures forms, declaration forms, gratuity forms, Conflict of Interest, Medical reports, Pre-employment medical test, CV with Certificates, Job Advertisement, Manpower Requisition forms, CV shortening criteria, Tabulation Sheets (1st interview, 2nd interview, written test), Approval note, Appointment Letter etc.

Written exam Coordination: Coordinate written exam in exam period like guard the candidates in the time of exam. If any candidate feels any kind of problem then solve it by consulting with the respective officer.

Observation:

- HR Division is very alert for selecting candidates and also the process is very transparent so that they can choose the best candidates among applicants.
- In this process there is no nepotism so there are higher possibilities to be selected without having any back up.
- When they search for any experienced people they give more concentration on Previous experience, Educational background, length of services etc so that they can select the most suitable experienced people.
- When they select entry level candidates then they concentrate more on pro-activeness, creativeness, ideas which related with the post.
- Robi Axiata Ltd. has CV bank. At the time of Selection process they collect CV form the bank and give chance to them.
- In the time of calling the candidates for interview or written exam, if the candidates missed then the officers try hard to inform them.
- HR selects candidates from a pool of application so that they can choose most suitable candidates.

But also the process has some problems like the space for written exam is very small, so accommodation of all candidates is tough. And the difference between calling candidates and taking interview is very short so some times it creates problems to contact with candidates.

Recommendation:

Working environment is very good in Robi Axiata Limited. They are very friendly to help each other. Any one feels pleasure to work with Robi group. If they take corrective decision beginning of starting a work then many mistakes can be solved. For example: there are many interview rooms are available if two of interview room is convert into a

written exam room or then no problem will be arise. If we consider two or three problems then the functioning process are very good.

CHAPTER-4

The Project

LITERATURE REVIEW on Recruitment & Selection

History of Human Resource Management

The History of Human Resource Management is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. Human Resource management is evolving rapidly. Human resource management is both an academic theory and a business practice that addresses the theoretical and practical techniques of managing a workforce.

Human resource management has its roots in the late and early 1900's. When there are less labor then there are more working with machinery. The scientific management movement began. This movement was started by Frederick Taylor when he wrote about it a book titled 'The Principles of Scientific Management'. The book stated, "The principal object

of management should be to secure the maximum prosperity for the employer, coupled with the maximum prosperity for each employee.” Taylor believed that the management should use the techniques used by scientist to research and test work skills to improve the efficiency of the workforce. Also around the same time came the industrial welfare movement. This was usually a voluntary effort by employers to improve the conditions in their factories. The effort also extended into the employee’s life outside of the work place. The employer would try to provide assistance to employees to purchase a home, medical care, or assistance for education. The human relations movement is the major influence of the modern human resource management. The movement focused on how employees group behavior and how employee feelings. This movement was influenced by the Hawthorne Studies.

Functional area of HRM

- Human resource auditing
- Human resource strategic planning
- Human resource planning
- Manpower panning
- Recruitment / selection
- Induction
- Orientation
- Training
- Management development
- Compensation development
- Performance appraisals
- Performance management
- Career planning / development
- Coaching
- Counseling’s
- Staff amenities planning
- Event management

- Succession planning
- Talent management
- Safety management
- Staff communication
- Reward

Responsibility of HR department in large organization

Position	Job Responsibilities
HR	Executive committee, organization planning, HR planning & policy, Organization development
Manager, recruitment & employment	Recruiting, Interviewing, Testing, Placement & Termination
Manager compensation & benefits	Job analysis and evaluation, surveys, Performance appraisal, compensation administration, bonus, Profit sharing plans, Employee benefits.
Manager, Training & Development	Orientation, Training, Management development, Career Planning & development
Manager, Employee relations	EEO relations, contract compliance, staff assistance programs, Employee counseling.

Table2: Responsibility of HR department

Recruitment

Recruitment refers to the process of attracting, screening, and selecting qualified people for a job at an organization or firm. It is undertaken by recruiters. It also may be undertaken by an employment agency or a member of staff at the business or organization looking for recruits.

Job analysis

The proper start to a recruitment effort is to perform a job analysis, to document the actual or intended requirement of the job to be performed. This information is captured in a job description and provides the recruitment effort with the boundaries and objectives of the search. Oftentimes a company will have job descriptions that represent a historical collection of tasks performed in the past. These job descriptions need to be reviewed or updated prior to a recruitment effort to reflect present day requirements. Starting recruitment with an accurate job analysis and job description insures the recruitment effort starts off on a proper track for success.

Sourcing

Sourcing involves the following steps:

Internal sources:

The most common internal sources of internal recruitment are

1. personal recommendations
2. notice boards
3. newsletters
4. memoranda

1) Personal References

The existing employees will probably know their friends or relatives or colleagues who could successfully fill the vacancy. Approaching them may be highly efficient method of

recruitment but will almost certainly offend other workers who would have wished to have been considered for the job. To keep employees satisfied make sure that potentially suitable employees are informed of the vacancy so that they can apply. Also any one else who is likely to be interested is told about it as well so that they can apply for the job.

2) Notice Boards

This is the convenient and simple method of passing on important messages to the existing staff. A job advertisement pinned to a notice board will probably be seen and read by a sufficient number of appropriate employees at little or no cost. However many of the staff will probably not learn of the vacancy in this way either because the notice board poorly located or is full of out dated notices that they don't bother to look at it, as they assume there is nothing new to find out. A notice board must be ensured that it is well sited. Wherever it is been placed it should be certain that it is seen by every one. It means there must be equal opportunity to see to it and this happens when they know that just important topical notices are on display. Attention must be paid to the design and contents of the notice if it is to catch the eye and make the employee read on and then want to apply for the job.

3) Newsletters

Many companies regularly produce in-house newsletters, magazines or journals for their staff to read. It is hoped that latest company news sheet is read avidly by all staff thus ensuring that every one is aware of the job opportunity advertised in it. Unfortunately this is not always so, because it is sometimes not circulated widely enough and employees may find it boring and choose not to read it. Newsletter can be utilized as the source of recruitment if it is convinced that everybody will see a copy.

4) Memorandum

Possibly the best way of circulating news of the job vacancy is to send memorandum to department managers to read out to the teams or to write all employees perhaps enclosing memoranda in wage packets if appropriate. However it can be a time consuming process to contact staff individually, especially if there is a large work force. It should also be kept in mind as to in which way the memorandum is phrased out so that the job appeals to likely applicants.

External sources:

There are many sources to choose from if you are seeking to recruit from outside the company.

1. word of mouth
2. notices
3. job centers
4. private agencies and consultants
5. education institutions
6. the press
7. radio
8. television

Two or three points are discussed below.

1) Word of Mouth

Existing employees may have friends and relatives who would like to apply for his job. Recruiting in this way appears to be simple, inexpensive and convenient. Never use word of mouth as a sole or initial source of recruitment if the work force is wholly or predominantly of one sex or racial group. Also employing friends and relatives of present employees may be imprudent because it is not certain that they are as competent as the current staff.

2) Notices

Displaying notices in and around business premises is a simple and often overlooked method of advertising a job vacancy. They should be seen by a large number of passerbies, some actively looking for work. It can also be inexpensive with a notice varying from a carefully hand written post card up to a professionally produced poster. Pay attention to the appearance and contents of the notice if it is intended that it is applied by the right people.

3) Job Centers

Most large towns have a job center which offers employers a free recruitment service, trying to match their vacancies to job seekers. Staff will note information about a post and the types of person sought and then advertise the vacancy of notice boards within their premises. Job center employees can further help if requested to do so by issuing and

assessing application forms and thus weeding out those applicants who are obviously unsuitable for the position. Short listed candidates are then sent out for the employer to interview on his business premises.

Recruiting internally and externally

Internal Recruiting:

Recruiting from among the existing workforce offers many advantages. Seeing your employees at work on a day-to-day basis will enable you to evaluate their particular strengths and weakness accurately and choose the most suitable person for the position. When the company recruits from within the organization the employees will feel important and highly valued since it appears that the organization immediately turns to them whenever a vacancy occurs. Their work rate and performance should improve as well as they will realize that increasing job opportunities are available to them if they are industrious and successful at their jobs. However any method has its own merits and demerits.

Merits

- It improves the morale of the employees
- The employee is in better position to evaluate those presently employed than outside conditions
- It promotes loyalty among the employees, for it gives them a sense of job security and opportunities of advancement.
- These people are tried and can be relied upon

Demerits

- It often leads to inbreeding and discourages new blood from entering into an organization.
- There are possibilities that internal sources may “dry up” and it may be difficult to find the requisite personnel from within an organization.

- No innovation are made no new thinking so on new inputs which is very much essential for the growth of the organization
- Usually promotions are based on seniority so the danger is that really capable hands may not be chosen.

External Recruiting:

When a company is involved in large expansions and is more oriented towards achieving high growth and high market share, with more focus on quality of the product and high customer satisfaction then it is inevitable for any organization to go for external recruiting. External recruiting is nothing but recruiting the people in your organization from outside the company. It will help the company to make best use of other sources that are lying outside the organization like for example campus recruits is an effective and efficient way of recruiting when a company wants new minds that are more creative and go-getters for any task. If a company wants to concentrate only on its core activities and wants to relieve the burden of the task of recruitment then the more feasible option would be third party recruiting or recruitment process outsourcing RPO. The experienced persons but unemployed can be recruited into the company which may reduce the training cost if they are from same industry. Retired and experienced people can yield more by enhancing their prior experience in new business situations.

Merits

- New entrant to the labor force i.e., young mostly inexperienced potential employee's fresh graduates or postgraduates can be taken and mould in accordance with company's culture.
- External recruiting results in best selection from the large sources
- In the long run this source proves economical because potential employees do not extra training.
- Many different ways of recruiting is available.
- The excess applications generated for current requirement may be utilized for future vacancies.

Demerits

- Extra time is required by the people to adjust themselves to the present working situations.
- If the recruiting is done from large source then it will be more time taking as the applications generated are more and short listing becomes critical.
- Cost of recruiting will be comparatively more than internal recruiting.
- Sometimes it creates employee dissatisfaction as there may be mismatch between the employee expectation with the company and the company's expectation with the employee.

Before making a choice and making decisions as to which source should be adopted for recruiting both the sources should be thoroughly assessed and must be studied carefully the wide variety of individual sources of recruitment that are available whether Internal or External. Before choosing any sources make sure that it gives answer as YES to these following questions:

Recruitment mistakes

There are a number of methods companies should avoid when putting their recruitment plans into practice. For instance, many businesses have the necessary talent within their organizations, but are too busy looking outside to recruit the skilled employees they already have. Others try to look for a mirror-replacement to the employee they have lost, duplicates with the same attitudes and skills, when companies can benefit more from employees with new experience and outlooks on the position. Some employers forget to include their employees in the recruitment process, or attempt to find the “perfect” employee without noticing the talents of the job seekers they interview.

Selection

Employee Selection is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will get quality performance of

employees. Moreover, organization will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested.

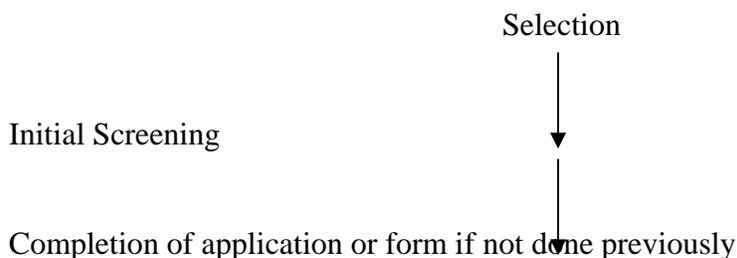
But selection must be differentiated from recruitment, though these are two phases of employment process. Recruitment is considered to be a positive process as it motivates more of candidates to apply for the job. It creates a pool of applicants. It is just sourcing of data. While selection is a negative process as the inappropriate candidates are rejected here. Recruitment precedes selection in staffing process. Selection involves choosing the best candidate with best abilities, skills and knowledge for the required job.

Essentials of Selection Procedure

The selection process can be successful if the following requirements are satisfied:

1. Someone should have the authority to select. This authority comes from the employment requisition as developed by an analysis of the work-load and work force.
2. There must be some standard of personnel with which a prospective employee may be compared i.e., a comprehensive job description and job specification should be available beforehand.
3. There must be sufficient number of applicants from whom the required number of employees may be selected.

PROCESS OF SELECTION



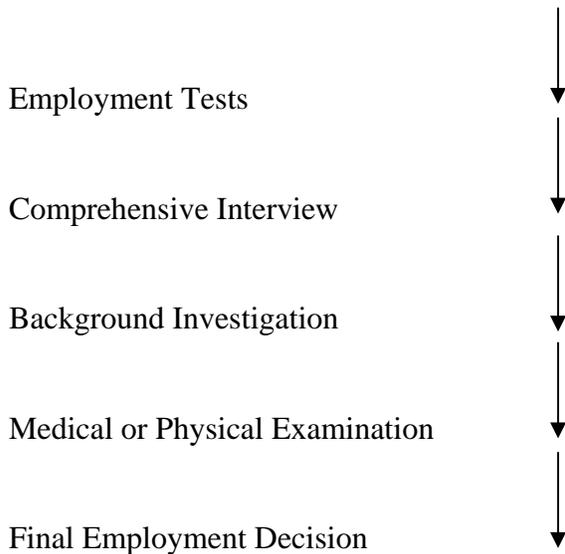


Figure 3: Selection Process

The **Employee selection Process** takes place in following order-

1. Preliminary Interview or Screening

It is used to eliminate those candidates who do not meet the minimum eligibility criteria laid down by the organization. The skills, academic and family background, competencies and interests of the candidate are examined during preliminary interview. Preliminary interviews are less formalized and planned than the final interviews. The candidates are given a brief up about the company and the job profile; and it is also examined how much the candidate knows about the company.

2. Application Form

The candidates who clear the preliminary interview are required to fill application blank. It contains data record of the candidates such as details about age, qualifications, reason for leaving previous job, experience, etc.

3. Employment Tests

- **Written Tests-**

Various written tests conducted during selection procedure are aptitude test, intelligence test, reasoning test, personality test, etc. These tests are used to objectively assess the potential candidate. They should not be biased.

Classification of Tests on the Basis Of Human Behavior

- **Aptitude or potential ability test**

Such tests are widely used to measure the latent ability of a candidate to learn new jobs or skills. They will enable us to know whether a candidate if selected, would be suitable for a job, which may be clerical or mechanical. These tests may take one of the following forms.

- a) **Mental or Intelligence Test** - measures and enables to know whether he or she has mental capacity to deal with new problems.
- b) **Mechanical Aptitude Test** - measures the capacity of a person to learn a particular type of mechanical work. This could help in knowing a person's capability for spatial visualization, perceptual speed manual dexterity, visual motor coordination or integration, visual insights etc.
- c) **Psychometric tests** – these tests measures a persons ability to do a specific job

- **Achievement test**

Also known as proficiency tests they measure the skill, knowledge which is acquired as a result of a training program and on the job experience they determine the admission feasibility of a candidate and measure what he/she is capable of doing.

- **Personality tests**

These tests aim at measuring those basic make up or characteristics of an individual which are non-intellectual in their nature. In other words they probe

deeply to discover clues to an individual's value system, his emotional reactions and maturity and motivation interest his ability to adjust himself to the illness of the everyday life and his capacity for interpersonal relations and self image.

4. Comprehensive Interviews

Interviews are a crucial part of the recruitment process for most organizations. Their purpose is to give the selector a chance to assess the candidate and to demonstrate their abilities and personality. It's also an opportunity for an employer to assess them and to make sure the organization and position are right for the candidate. An interview is an attempt to secure maximum amount of information from candidate concerning his suitability for the job under consideration.

5. Technical Interviews - If a candidate has applied for a job or course that requires technical knowledge (e.g. positions in engineering or IT) it is likely, at some stage in the selection process, that the candidate will be asked technical questions or have a separate technical interview to test his/her knowledge. Questions may focus on the final year project and his/her choice of approach to it or on real/hypothetical technical problems. It seen that the candidate proves himself/herself but also they admit to what they don't know.

6. Background Checks and Enquiries

Offers of appointment are subject to references and security checks. The references given in the candidate's application will be taken up and a security check will be conducted. Security checks can take a while if the candidate has lived abroad for any period of time.

7. Medical examination-

Medical tests are conducted to ensure physical fitness of the potential employee. It will decrease chances of employee absenteeism.

8. Final Selection Decision

Those individuals who perform successfully on the employment tests and the interviews, and are not eliminated by development of negative information on either the background investigation or physical examination are now considered to be eligible to receive an offer of employment. Who makes that employment offer? For administrative purposes the personnel department should make the offer. But their role should be only administrative. The actual hiring decision should be made by the manager in the department that had the position open. A reference check is made about the candidate selected and then finally he is appointed by giving a formal appointment letter.

CHAPTER-5

Robi Human Resource Division

Robi Human Resource system is one of the best systems in Bangladesh. The strategy of Human Resource Division is followed from AXIATA strategy. The strategy that followed by HR is described bellow.

Vision

Vision crystallizes their employee focus as the cornerstone of everything they do; to help their customers get the full benefit if communications services in the customers daily lives. It describes their ambition for future, sets a common direction across the group, and shall inspire all employees to imagine how they can contribute. Their values describe what behaviors are necessary to realize that vision.

HR is a Critical Enable for Robi Axiata Ltd (Robi) in the pursuit of its Strategic Goals.

HR is a key to ensuring

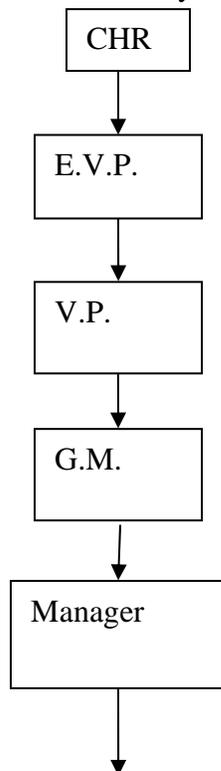
An Organization, that provides a competitive advantage by being simple, aligned and efficient.

A Culture centered on the employee and characterized by diversity, generosity and an international mindset.

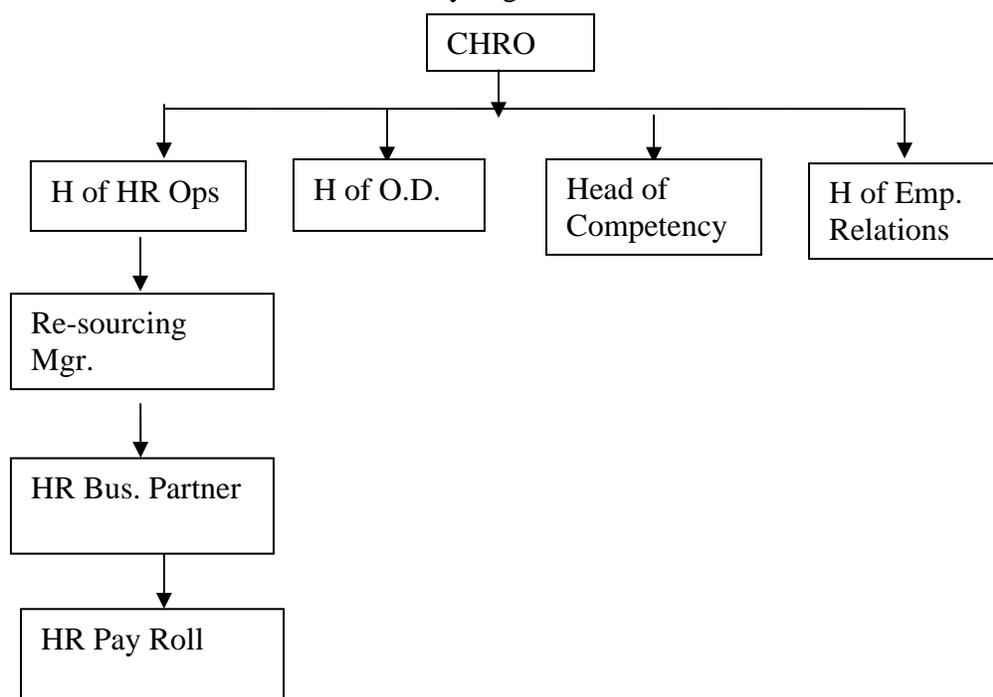
Leaders, Who have a passion for business, excel at empowering people and never compromise on Robi ethical standards.

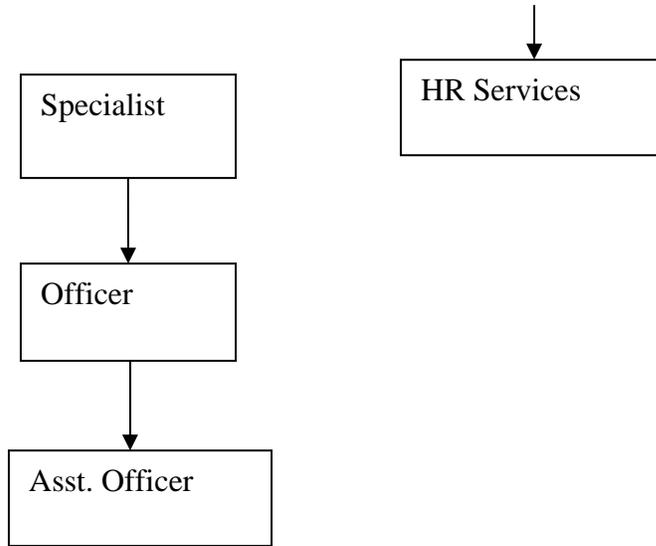
People, Who perform at the peak of their ability because they feel a sense of mission, accomplishment and growth.

New Hierarchy is given below



Old Hierarchy is given below





CHAPTER-6

FINDINGS

Recruitment & Selection at Robi

As we know, Recruitment refers to the process of finding possible candidates for a [job](#) or function, usually undertaken by [recruiters](#). It also may be undertaken by an [employment agency](#) or a member of staff at the business or organization looking for recruits. And Selection is a process by which candidates employment are divided in to two classes those who will be offered employment and those who will not.

Recruitment and selection is one of the most important for every employee. Cause by this company makes a person as the member of it. There is a general process of recruitment and selection that a company should follow. In Bangladesh perspective many company does not follow any specific process for recruitment and selection. There are lots of

limitations a company face in case of recruitment and selection process. But the recruitment and selection process must be developed, modern and fair.

In Robi recruitment and selection is done by a specific process and which is very much modern. It starts with the manpower requisition and end with appointment. And after that Robi arrange various types of training and development program for the employees to develop their skill. In true sense Robi follow a developed recruitment process for selecting right people in right place.

Role of Human Resources in Recruitment & Selection Process:

In recruitment and selection process the main role is played by HR division. The process is start with manpower requisition and end with appointment.

When there is a need of manpower, the required departments send the manpower requisition to HR consist the approval of MD. Then HR starts the process. The process include some step or task that done by a sequential order. **First** step is manpower requisition. It comes from the division who has vacancies. It can be replament or for the new candidates. In the **second** step the requisition comes to HR department the perticuler oficer of HR takes approval from the CHRO. Then the **third** step starts, HR give advertisement for the job, it can be external or internal. After collecting CVs HR starts sorting suitable CVs for that post. After sorting of CV the **forth** step starts. The forth step is written exam. Written exam has two parts, one is the HR parts and another is the perticuler department's parts. The candidates must have passed HR part.

When a candidate passed the written exam then he or she gets call for interview. It is the **fifth** step of the proces. Generally the candidates have to face one interview but sometimes they have to face two interviews. After interview a candidate is selected by the interviewers. Then the selected candidate has to go for medical check up. It is **sixth** step. Then comes reference check step. Lastly selected candidates fill up joining forms and then he/she gets the appointment letter.

This is the procedure that Robi HR follow to recruit people. Actually in Robi the recruitment and selection is totally control by HR Division. HR Division makes the policy for recruitment and selection and also takes decision sometimes that a department required manpower. When the requisition comes HR starts the process.

HR also supervise that Recruitment and Selection are not simply mechanisms for filling vacancies rather they are viewed as the key factor for suitable placements.

For a better recruitment and selection process HR arrange done some task like

- collecting suitable and better CVs
- arranging written exam
- arranging interviews
- ensure medical tests
- appointment letter and others

Basic Rule of Recruitment in Robi

For recruitment Robi HR follow some rules. These rules are set up by HR for better recruitment and selection. The rules are

- Robi Recruitment is to hire the right kind of people at the right place selecting them through an effective process from a pool of candidates in the job market. Effective recruitment shall ensure the competency and high quality performance of the whole organization.
- Robi Axiata Limited (Robi) Recruitment does not allow any favor or preferential treatment to any one.

- No one who is below 18 years of age can be hired as an employee for Robi on regular, contract or temporary status.

- Under no circumstances a regular or contract employee of any other organization is allowed to undertake regular or long-term contract employment in Robi.

Recruitment & Selection Process at Robi

The Process of recruitment and selection at Robi is consisting of number of sequential steps. The following picture can show the process very clearly:

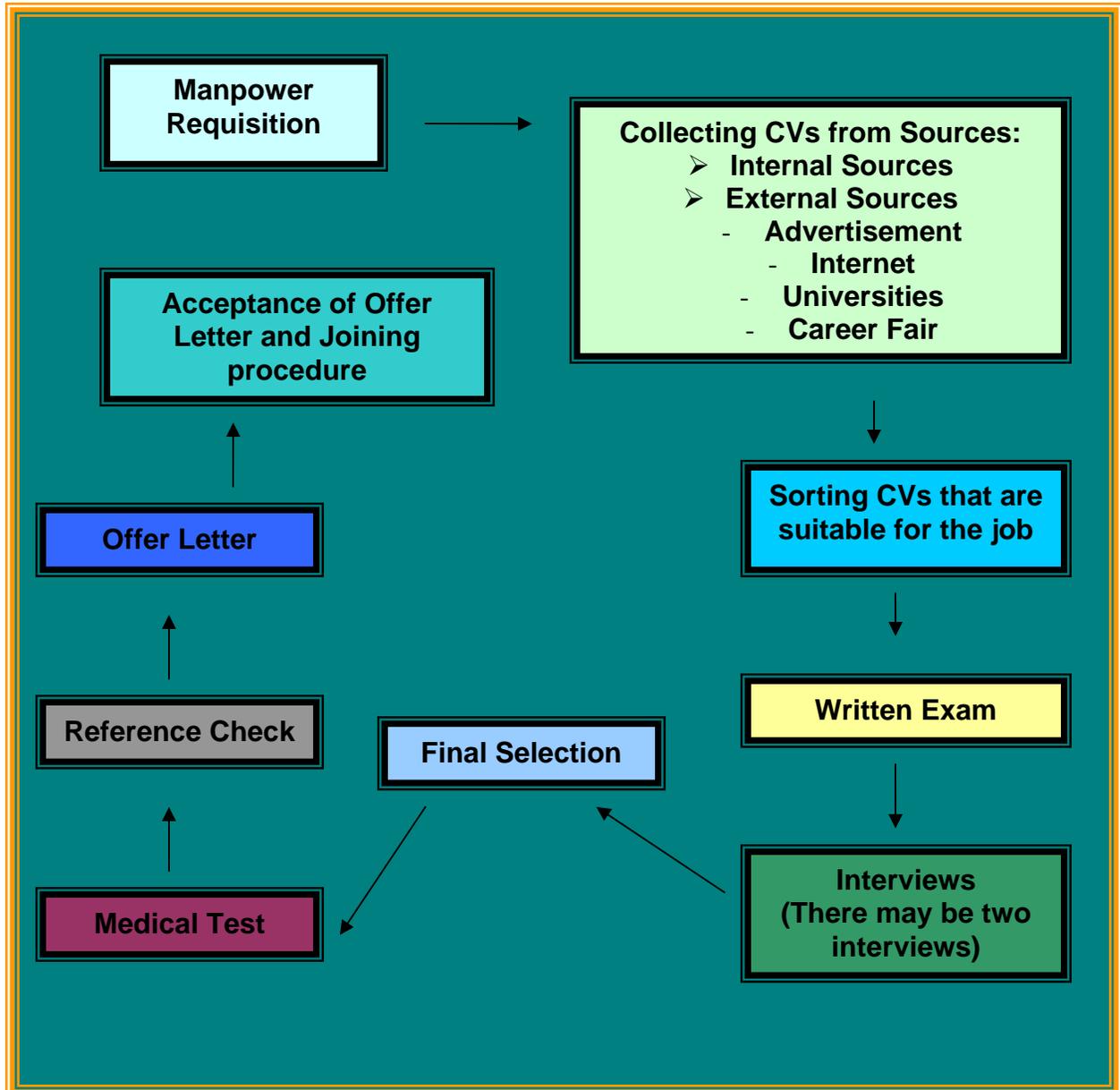


Figure: Recruitment & Selection Process at ROBI

Human Resource planning

Recruitment and Selection are not simply mechanisms for filling vacancies rather they are viewed as the key factor for suitable placements. With a view towards placing the right person at the position, in Robi following procedures in Recruitment and Selection will be practiced:

Robi's Human Resource planning will start at the beginning of the year in accordance with the approved business Plan and budget provisions.

Each Division will submit their month wise recruitment plan to HR for the whole year and on the basis of such requirement HR Division will prepare the upcoming recruitment plan of each Division/Department.

Manpower Requisition:

Based on the HR Planning respective Division/Department Head will inform HR on personnel requirement through Manpower Requisition form, after obtaining necessary approvals from the Managing Director. Employment Requisition Form must contain a JTOR (Job Terms of Reference), comprising Job Description and Job Specifications / Requirements of the position.

Requisition form contain some information like

- Name of the position
- Status of the employment
- Job description
- Job specification
- Approval of the MD

When the approval comes to HR, the process begins by collecting suitable candidates from sources.

Recruitment Sources

First and foremost step of recruitment is collecting CVs from sources. There are two sources of recruitment:

- Internal source (within the organization)
- The external job market.

Internal Sources

For encouraging the internal candidate, job vacancies in Robi may be advertised through internal notices to all Robi Axiata Ltd (Robi) employees. Recruitment from the internal source may be through Promotion or delegating individuals with new assignments.

In the case of internal sourcing, HR along with the concerned Division/Department will identify prospective candidates on the basis of Individual Capability matching with Competency/Role Profile and will conduct appropriate tests to select the most suited person.

In internal source Robi consider mainly three types of employees:

- Contractual
- Part-Time
- Interns

Contractual employees are those who are working in a contract of six months or one year. And part-time employees are those who work in Call Center. And also interns, after completing their internship and completing their graduation can apply for job.

External Sources

In short external sources mean collecting CVs from outside. Robi collect a lot of CVs from outside. Recruitment from external sources will be through

- *Executive search* – for Senior Managers and Above Positions.
- *Advertisements* - for managers and below positions.

The CVs are collect by following ways:

- *HR CV Box*
- *Advertisement*
- *Internet Job Sites*
- *Employee Reference*

- *Universities*
- *Career Fair or Job Fair*
- *Other*

CV Box of Robi HR:

There is a Box for CV in Robi HR. In that box anyone can drop his or her CV in anytime. From the CV Box HR sort out suitable CVs for the required position. This box is open for everyone who wants to drop their CV. Almost everyday this box get full of CVs. It contains about five hundreds of CVs. By this way Robi HR collect a lot of CVs for job.

Advertisement:

Advertisement is a well known and world wide accepted source of recruitment. Like other company Robi also have a career website from where applicants can fill up an application forms. When the job requirement is matched with the applicant's CV then HR select these applications for recruitment.

Internet:

Internet advertisement is another new source of Recruitment. Now a day every employee has a website and they collect CVs by internet. Ever there is lots of job website and company can send advertisement over there. Recently Robi lunch a carrier website for the candidates.

Like other company Robi also give advertisement over net. Generally Robi gives advertisement in www.bdjobs.com. The interested candidates whose profiles match with the requirements can apply for job over the net. By this way Robi gets many CVs.

Employee Reference

Employee Referrals may be collected through circulation of advertisement to all employees. Robi consider employees reference because it got some advantage, the internal employees know how to do the work so he can easily understand who can do the

work. If an employee refer someone that means he knows about him better and that helpful for the company because Robi believes employees cannot be harmful for company.

Universities

Universities are big sources of recruitment. There are many public as well as private universities send CVs for job. When students completed their courses, universities send their CVs to Robi for internship. And sometimes they send CVs for job also.

Career or Job Fair

This is another big source of recruitment. By participating in fair or sponsoring fair Robi gets a lot of CVs. Robi participate in many fair like

- IBA Fair 2006
- Robi Career Fair 2007
- Robi Career Fair at AIUB 2010

Among them Robi was the main sponsor of Robi Career Fair 2007. This fair was arranged by Dhaka University Finance Department and Robi was the main sponsor of it. It was a grand branding for Robi as well as Robi got a lot of suitable candidate's CV. This is a great success for Robi. Almost three thousands of CVs was in Robi box when the fair over. The main theme of the fair was to encourage student to come to Robi and drop CV in for job in Robi. By this way Robi HR collect CVs for job.

Other Sources:

Depending on the circumstances professional employment agencies, notice boards of technical universities like BUET/ KUET/ CUET/ RUET, other universities like IBA, NSU, BRAC etc., and journals may be chosen for attracting applicants against job openings.

Screening of Candidates

Following publication of Job Vacancy, concerned Divisional/ Department Head and HR Division will scrutinize the applications and short list candidates for inviting to oral interviews or written tests where applicable.

When screening the following criteria will be followed:

- For the Executive position, candidate must be at least graduate (from Robi preferred universities)
- For Executive and above, candidate must have at least 2nd class in all academic level. However, in case of competent candidates with strong experience in the relevant field such educational qualification may be relaxed.
- For Non-Executive permanent employees, minimum educational requirement is SSC.
- For Non-Executive contractual employees, candidate must be of class eight pass.

Written Exam

For every job Robi HR arrange a written exam for candidates. The written exam is must for each and every candidate.

The written exam is called “General Ability & Psychometric Test”. It contain two parts,

- **General Ability**

In this section, the general ability of the candidate has been checked.

- **Psychometric Test**

This is one kind of physiological test by which the behavioral sides of candidates have been checked.

This is the way of written exam that taken by Robi for job. It is a very important and useful way to find our good candidate from the all kind of candidate.

Oral Interview

For the oral interview, competency based structured interview will be conducted. The standard Interview Assessment Form along with probing questions will be supplied by HR Division. Position specific structured interview with necessary Probing Questions and Assessment form can also be developed/ used.

The oral interview may take place in different phases according to the decision of HR Division and concerned Division/ Department and on the basis of Position:

➤ **Preliminary Interview:**

Conducted by the respective immediate Manager and another member from cross functional area.

➤ **Second Interview or Final Interview:**

Conducted by the particular department's next level managers along with the respective Divisional/ Departmental Heads.

➤ **Interview of Key Position:**

If the recruitment is for any key position/ AGM or above level a final interview must be conducted with the Managing Director. Sometimes one interview makes the final result and sometimes there are two interviews. Interviews are arranged by HR. HR arrange interview for every post even for a tea boy and for a driver. Generally these interviews are held in HR floor of Robi. There is a separate room for interview.

These interviews are generally taken by managers of the required division and there must be an HR person in that interview. In interview the interviewer find out the fact candidate behavior as well as the ability of the candidate. Interviews also test the intelligence and smartness of the candidate.

Practical Test

Robi take some practical for the technical candidates. Basically technicians have to face this test. This test is called “tower Test”.

Tower Test is a practical test. In this test the candidates have to claimed up a technical tower which is twenty fit high. The reason of this exam, is to find is the candidates is able to claimed up a seventy five fit tower or may be more then seventy five fit tower.

This interview is generally taken by technical people. They find out about the technician can do that or not. They also ask questions about and select candidates who is suitable for the post.

Final Selection

From the interview some suitable candidates comes out. Once the final incumbent is selected, HR Division (Compensation & Benefit) will initiate the compensation Plan and will make offer/ process the appointment formalities. This time HR discuss about few things like:

- Terms and condition of company
- Salary and benefit
- Joining

Final Approval

Like the requisition for appointing candidate the approval of MD is needed. This time HR sends the approval to MD that these candidates are selected in interview for this position and they are going to appoint these candidates for the post.

Medical Test

When the MD approved the appointment of the candidate HR call the candidate for a medical check up. The candidates have to collect a letter for medical from HR and go for the medical test. The selected candidate must undergo a medical check up and subject to satisfactory medical report formal appointment letter will be issued.

Reference Checks

When a candidate is selected for the job, his or her given reference has been checked by HR. Reference check may be conducted by HR Division upon acceptance of offer. Subject to satisfactory response joining will be accepted

Appointment or Offer Letter

At last the after the medical test and reference checked, the offer letter for the candidate has been issued. After that the candidate gets the call that he or she has been appointed and he or she has to collect the letter from HR.

Acceptance of Offer Letter & Joining Procedure

The joining also has some procedure. In time of joining at first the candidates have accept the offer letter by signing it. Then he or she has to fill up some forms like,

- HRIS form
- ID Card form
- Declaration

When all this formalities are over the candidate will become one of the member of Axiata and start working as an employee of Robi.

Recruitment Cycle

Human Resources Division will take maximum 50 days to complete a recruitment process. The break down of the 50 days as follows:

Requisition	= 2 days
Advertisement	= 14 days
Short listing/Screening	= 14 days
Written test	= 7 days
Compilation & Approval	= 2 days
Reference Check	= 7 days
Medical Check	= 3 days
Appointment letter	= 1 day

Recruitment of Contractual & Others

This policy governs the appointment of individuals on Contract/Causal basis and through Third Party service providers. Prior to process the employment on the above category, the Division/ Department concerned must obtain approval from the Managing Director. The manpower requisition must contain the job specification with justification of the need along with the period.

Contract Appointment

Jobs which are temporary in nature and is likely to be for a limited period or need is for a long term but cannot be hired on a permanent basis due to headcount restrictions. The period of appointment will be of 3 (three) months to maximum 2 (two) years.

A contract appointment should be for a fixed period and will become void automatically on the end date unless the contract is shortened or extended in writing prior to the expiration date.

Person appointed on contract may be terminated during the tenure at the discretion of the employing department with reasons (performance/ redundancy) or without assigning any cause. A termination clause (with notice period/pay in lieu of) must be incorporated in the contract.

The division/ department concerned will initiate the recruitment in concert with HR. Upon finalizing the selection; HR will issue the formal appointment letter. Employees hired on contract must go for pre-employment medical test and subject to satisfactory results (fit for work) the incumbent will be allowed to join.

Standard terms and conditions similar to permanent employee especially adherence of code of business ethics, confidentiality and full time engagement clauses must be included.

If a contract employee is made permanent (based on performance/capability/ headcount) the service length of that individual will be counted from the first day of the joining provided the contract period was continuous/uninterrupted.

Salary and benefits will be fixed based on the incumbents' educational and professional background. A contract employee will be entitled to same level of salary and benefits if he/she is hired in a position that already exists in the permanent payroll.

A contract employee will not be eligible for end service benefits or loan facilities from the company.

Casual Appointment

Jobs that are totally casual in nature and are required for a short period (maximum of 12 weeks) to cater the additional influx of work or emergency exigencies or filling up a permanent position that is temporarily vacant.

Casual appointment should be for a fixed period or until the completion of the special job/project and cannot be for long periods. Employing divisions/ department must obtain approval from the Division/ Department Head justifying the need, specifying the number of personnel and the required background. Line Manager in concert with HR will process the hiring.

No written contract is required. Appointment will be on a daily worked basis.

The line manager will do the necessary arrangements for recruitment and appointment of Casuals keeping HR & Administration informed.

The principle of hiring should be the best candidate suited to the job/position. No discrimination will be permitted on the basis of personal relationship regarding hiring of Casuals. All individuals involved in the hiring process must be sensitive to the perception of favoritisms and bias.

Salary should be determined based on the incumbent's background and skills. The calculated market median for the type/nature of the job should be taken into account prior to fix the compensation. Casual employee will not be eligible for any other standard benefits of the company and the payments can be on a daily/weekly/monthly basis.

Recruitment for Internship

Internship is one of the parts of graduation for student. In case of Bachelor of Business Administration and Master of Business Administration, it is an obligatory. For this reason Universities send CVs of student to Robi for internship.

Recruitment of interns just like the recruitment of contractual. The candidates have to face the interview and if they get selected then they will appoint as intern. Generally for internship Robi ask for CVs to the reputed Universities like Dhaka University, North South University and BRAC University etc.

The requisition for interns is send by the departmental head or the employee who need intern. When requisition comes HR sort CVs and then arrange interview.

Recruitment for Surveyor

Surveyor is a monthly program of Robi. Robi has always done a monthly survey in their Customer Service. This is done for knowing about the customer satisfaction and condition of customer care.

For recruitment the candidates can be undergraduate no need of graduation. Candidates have to face an interview and if he select by the interviewer then he will be appointed.

CHAPTER-7

ANALYSIS

Analysis

Robi Axiata Ltd.

- Robi Axiata Ltd. mainly emphasizes on internal and external sources for recruitment.
- Internally the organization discloses the positions of the job and announces it to all current employees. Nature of the position and the qualification needs for the job is described in the announcement so that the interested candidates can apply.
- Robi Axiata Ltd. recruits the relatives and dependents of the employee for CV in some cases.
- Another way to find applicants is through employee referrals by other departments. Informal communication among managers who can lead the discovery for the best candidates who are working in other department in the firm.
- Based on employee skills, educational background, experience of work employee can be recruited in the organization.
- For external sources the organization does advertisement, takes help from the employment agencies (only for technology department), do campus recruitment, arrange internship for the students, take employee from personal contact or by employee leasing.
- Robi Axiata Company Ltd. has a structured and standard selection process. This is strictly followed by the selection board that is empowered by the organization.
- They first screen CVs. This process is done by some selective criteria which are needed for the company. Then initial interview is held. After that

selective applicants are asking for written test. Those who are successfully passed the written exam are called for final interview.

- Once the recruitment and selection process is done then the employees are appointed base on their job description.
- The organization fills the position by promoting the present employees. But most of the times it recruits from outside
- Interns are recruited based on their performance. Employee leasing is an option.

SWOT Analysis of Robi Axiata Ltd.

Strength:

- Strong Brand images to overall Customer through Advertising, Posturing, Sponsorship etc.
- Offer quality products. Robi always support entrepreneurs that's why the organization have different product for them named Uddokta & Easy Load Tariff
- Robi is using better equipment to give better service to their customers. Now they are using Nokia-Siemens instead of Alka-tell to provide best quality Network.
- Good relationship with retailer.

Weakness:

- The customer of Robi face Network problem outside the Dhaka and sometimes even inside Dhaka.
- The company could not cover all the rural area with their network which is making some dissatisfaction among the customers.
- Average revenue of Subscriber life cycle is all most equal to the sim tax. As a result it becomes very difficult to take out profit from the operation.

Opportunities:

- Continuously increase the using rate of mobile phone in Bangladesh that's why Robi has the opportunity to increase their customer size.
- As Robi is using Bangla name for their products, it helps the customer to understanding the meaning of the products very well, that's why they understand which tariff is best for them. So they buy it more. Mostly this is suitable for uneducated people of Bangladesh and also for rural people.
- Increasing income of population. As much they earn that much they need to using mobile to fulfill their working requirement.

Threats:

- Restriction of Government regulations.
- There are five competitors are existing in Bangladesh for Robi. So Robi has to face high competition to retain the customers.
- Because of the aggressiveness of the competitors and customers connection switching behavior, Robi is constantly losing their market share. If it is going on then its very difficult for the company to exist.

Employee Relations

As a multinational telecom organization Robi Axiata Ltd, Robi try to maintain their employee relations in their own way. The ways they are following is absolutely right from my view point.

Employee Satisfaction

Robi Axiata (RAX) Ltd, Robi maintain a positive relation with employees. But after my observation of employee satisfaction I have found that some of the employees are still not satisfied with the current situation of the organization. They want additional benefits and more allowances for various factors like children education, Medical allowance, and Marriage allowances.

CHAPTER-8

RECOMMENDATIONS

Recommendations

- **Strategic planning:** Successful employment planning is designed to identify an organization human resources need. Robi Axiata Ltd. can use software to keep employees update; which type of qualified employees they have; forecast future requirement of qualified employees like other MNCs (telco).
- **Checking Policy:** When the candidates come for interview or written exam the authority doesn't check the person with the picture that the candidates attached with the application.
- **Using 3rd party:** The company can use 3rd party for all the department to reduce cost. And it is not possible all time to get the best CV, in that case 3rd party can help me.
- **Vacancy Fill up:** Most of the time company filled the vacant position from outside. But they can fill it by promoting appointment or suitable person in the organization.
- **Emphasize on internal search:** Robi Axiata Ltd. basically relied on external search for recruiting purpose. They must attempt to develop their own

low level employees for higher positions through more internal search. To do so they must ensure a communication network notifying interested persons of opportunities, including advertising within the organization like “position open” bulletin board in every department.

- **Job fair:** All of these organizations must use open up recruiting efforts to the external community like job fair through external search. They can participate in career and job fairs and open houses and must develop and support educational programs and become more involved with educational institution that can refer more diverse talent pool.
- **Background investigation:** HR department should undertake a background investigation of applicants who appear to offer potential as employees. They should verify an individual legal status to previous work through checking credit reference, criminal records and so on.

CHAPTER-9

Conclusion

Conclusion

Recruitment is an important issue for any organization. Recruitment and selection allows an organization to assess the vacancy and choose the best personnel who will lead the organization in future. So the organization should give more emphasize on selecting a person. A person who can carry forwarded the organization in terms of development, values and ethics. Mainly the precious resource for any organization is their knowledge based efficient workers. The organizations should more cautious on this issue to ensure the quality and ethics.

From the above discussion we can easily understand that Robi Axiata Ltd. (Robi) is one of the top mobile Company of Bangladesh. It covers the whole Bangladesh by its network. There are many product and services of Robi is available in Market. At this moment the company is in growing position. But the strategies of the company will make the company “number one” mobile company of Bangladesh.

So we can easily find out the Human resource practice, recruitment and selection process, employee satisfaction and relations at Robi is a very developed and effective one. As a multinational company for making the process more effective Robi should analyze the recruitment and selection process of other multinational company of home and abroad. That can make Robi perfect in recruiting people and the company will get efficient professionals, that will increased the productivity as well as revenue.

The most important key source factor of Robi Axiata Ltd is its efficient human resource. It is using the state-of-the-art GSM technology and continuously monitoring its network traffic to ensure network quality. Moreover, its decisions are based on facts from market research and coverage survey. The company also monitors its competitor's activities and is proactive in marketing decisions.

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