

Report On
Importance of Training and Development at Telecom companies:
The case of Banglalink Digital Communications

By

Jesmin Suriya Anckon
14104098

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

BRAC Business School
Brac University
January,2020

© 2020.Brac University
All rights reserved.

Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Jesmin Suriya Anckon
Student ID 14104098

Supervisor's Full Name & Signature:

Shamim Ehsanul Haque
Assistant Professor, BRAC Business School
BRAC University

Letter of Transmittal

Shamim Ehsanul Haque
Assistant Professor,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of internship report.

Dear Sir

I am hereby submitting my internship report titled “Importance of Training and Development at Telecom companies: The case of Banglalink Digital Communications” for your kind consideration. The report has been produced with BRAC University standards in mind for the fall '19 semester.

.I have represented the results found in this report for the submission.

Sincerely yours,

Jesmin Suriya Anckon
14104098
BRAC Business School
BRAC University
Date: January 9, 2020

Non-Disclosure Agreement

Id no 14104098, a student of Bachelor of Business Administration (BBA) program, BRAC University, hereby declare that the presented report of internship titled “Importance of Training and Development at Telecom companies: The case of Banglalink Digital Communications.” is uniquely prepared by me after the completion of three months’ work at Banglalink Digital Communications Ltd.

I also confirmed that, the report is only prepared for my academic requirement not for any other purpose. The report does not contain any confidential or destructive information about the organization.

Acknowledgement

My first thanks go to the Almighty Allah for giving me the patience, energy, strength and courage to complete the huge task within its deadline. Without his blessings and endorsement, this report would not have been accomplished. The successful completion of this report might never be possible in time without the help some person whose inspiration and suggestion made it happen.

I am especially grateful to my course advisor Mr. Shamim Ehsanul Haque, assistant professor of BRAC Business School, BRAC University for his support and guidance in giving me valuable knowledge and expertise to enable me to work on such a professional task. His supervision time to time helps me to complete the report as flawless as possible.

I want to express my sincere gratitude and respect to my supervisor Md Ahasan Ul Arif Chowdhury for supporting me and giving the proper guideline of what to do during the internship period. I am very thankful to him as he gave his valuable time to instruct me different work. I am also thankful to my team members who have always encouraged me and helped me whenever I needed.

I also thank my parents and friends for giving me support and motivation in giving me the courage to complete this report. I express my gratitude to all those people who helped me by providing information and advice.

Executive Summary

Banglalink Digital Communications Ltd. is one of the dynamic and leading companies in Bangladesh. It holds the second largest market share in Bangladesh telecommunication industry. Their organizational values work on collaborative, innovative, truthful, entrepreneurial, customer based. The aim of this report is to assist and evaluate the development and training program of banglalink digital communications ltd.

These training and development programs create a positive impact in the organization. Employees are able to level up their set of skills and it also helps the employees to be more motivated at their work in the organization. Besides development programs help the employees to grow their career in the near future. It also gives the organization management team a clear view how to and where to utilize the organization's resources in an efficient way. The training programs are essential for the growth of banglalink and to increase its profitability. Banglalink already follows different types of training and development programs and they consist of inside the job and outside the job training program. SAP, AIP and Banglalink University are their main training and development programs. Banglalink has reward and performance appraisal policy for the employees who achieved outstanding results in the training and development programs.

Keywords: Banglalink, Training, Development, Policy, Values, SAP

Table of Contents

Declaration.....	ii
Letter of Transmittal.....	iii
Non-Disclosure Agreement.....	iv
Acknowledgement.....	v
Executive Summary.....	vi
Table of Contents.....	vii-viii
List of Figures.....	ix
List of Acronyms.....	10
Chapter 1 Introduction.....	11
1.1 Banglalink Digital Communication Ltd overview.....	13
1.2 Vision and Mission	13-14
1.3 Organizational values.....	14-15
1.4 Organizational Structure.....	15
1.5 Key Executives.....	15-16
Chapter 2 Training and Development Broadly	16
2.1 Definition of Training and Development.....	16
2.2 Training and development of telecommunications.....	16-17
2.3 Importance of Training and Development in Telecommunication.....	18-19
Chapter 3 Training and Development Process of Banglalink.....	19
3.1 Types of Training.....	19-24

3.2 Importance of Training and Development at Banglalink.....	24-25
3.3 Performance Appraisal at Banglalink.....	25
3.4 Reward Policy of Banglalink.....	26-27
3.5 Motivational Factors for Employees.....	27-28
Chapter 4 Findings,Recommendations & Conclusion.....	28
4.1 Findings.....	28-29
4.2 Recommendations.....	30
4.3 Conclusion.....	31
References.....	32-33

List of Figures

Figure 1: Organizational Values	14
Figure 2: Organizational Structure	15
Figure 3: Importance of training and Development	18

List of Acronyms

ISL	Integrated Services Ltd
TRI	Technology Resources Industries
SAP	Strategic Assistant Program
AIP	Advance Internship Program
BTTB	Bangladesh Telegraph and Telephone Board
KPI	Key Performance Indicator
HR	Human Resource
EBIT	European Broadband Interconnection Trial
GSM	Global System for Communication
MNC	Multinational Corporation

Chapter 1

Introduction

Banglalink digital communication ltd is being one of the largest and advanced communications service providers operate in Bangladesh attempting to open new open doors for its customers. It has the third largest market share holding cellular service providers in Bangladesh. It is completely claimed by Malta based company Telecom Ventures Ltd. It is totally owned by the subsidiary of Global Telecom Holding. VEON claims in total of 51.9% portions of worldwide telecom industry, it followed by a business blend in April 2011, between VEON ltd and Wind telecom s.p.a. VEON originally is a NASDAQ and Euronext Amsterdam-recorded worldwide supplier of network, with the aspiration to lead the individual web unrest with the total of 235 million plus clients as today. Beside numerous others client in join in coming days. One of the great offers is administrations to clients in 13 different markets which includes Italy, Russia, Laos, Armenia, Uzbekistan, Bangladesh, Tajikistan, Kazakhstan, Kyrgyzstan, Ukraine, Pakistan, Georgia, and Algeria. VEON works under different brand in different countries. They are "Banglalink", "WIND", "Kyivsta", "Jazz", "Straight Shot", and "Djezzy".

Sheba Telecom (Pvt) Ltd. was conceded permit in 1989 to work in the rustic zones with the number of one hundred and ninety-nine upazilas. Later it got the permission to operate across the country with a total of fifteen-year GSM permit in year of 1996 to stretch out its business from cell phones to radio telephone utilities. Its propelled activity in the year of 1997 as a Malaysia Bangladesh joint endeavor.

In 2004, we have observed that Egyptian company Orascom Telecom is set to be brought by the Malaysian stakes in Sheba Telecom by a non-disclosure agreement, Sheba Telecom company was miserably failed to execute the business possibilities in Bangladesh. One of the main reasons were incessant fight between its Bangladeshi and Malaysian coworkers.

An understanding was come to with Orascom which was worth of US\$25 million was finished covertly. The settlement is still staying discreet for lawful factors, thinking about money related aftermath and due to the fight. The fundamental purpose behind the covert managing was the joint endeavor understanding between the Malaysian and Bangladeshi accomplices, in the agreement it was observed that any party that sells its Sheba shares, the other party will have all the right to buy shares.

Integrated Services Ltd. (ISL) company is the Bangladeshi partner. It was in effect and formally appeared which was acquiring the offers that held by Technology Resources Industries (TRI) with the cost of \$15 million. In the end Integrated Services Ltd paid extra \$10 million to Standard Chartered Bank to overcome the Sheba's liabilities.

In 2004, Company named Orascom Telecom Holdings acquired the total of 100% shares of Sheba Telecom (Pvt) Limited. It was valued with the amount of US\$60 million. At the time when Sheba Telecom was sold it had a total number of 59,000 clients, beside there were 49,000 were customary at the time of sale. After passing a short time, it was rebranded and started to give its service under the brand name "Banglalink" from 10 February, 2005.

Sheba Telecom (Pvt) Limited change its identity to Orascom Telecom Bangladesh Limited with the coordination of its parent organization. In 2013, we have observed the brand name “Banglalink” converted to “Banglalink Digital Communication Ltd” after the change of ownership in the parent company.

1.1 Banglalink Digital Communication Ltd overview

The organization was established in November 1998, practically 22years back and is situated in Dhaka, Bangladesh. As of September 2, 2004, this company started restricting them from working as backup of Global Telecom Holding. It had a total estimated connection of 1.03 million up to the year of 2005. Banglalink had a great expansion of its clients by 257 % [5] and stayed a total of

3.64 million until the year of 2006. It has become the most rapidly developing operator in that year. In 2006, Banglalink introduced as first company in the country to offer free incoming phone calls from BTTB for both postpaid and prepaid connections. Banglalink was able to achieve its milestone in 10 million subscriber group on 20 August, 2008.

1.2 Vision

To be a Pioneer; working at the frontier to unlock new opportunities for customers as they navigate the digital world. Its vision is to communication open to mass people of Bangladesh.

To achieve its vision Banglalink has also targeted a set of missions that will lead the organization to its vision. [A]

Mission

The initial success of Banglalink was based on a simple mission “Bringing mobile technology to the masses”, which was the cornerstone of Banglalink’s strategy. Banglalink aims to enable its customers to get the best out of the digital future and create a true digital ecosystem through providing products that suit the demands of customers. The mission is to get the necessities of their clients and to decrease the aggregate cost of utilizing portable correspondence. Main purpose is to improve the livelihood of individuals. [A]

1.3 Organizational Values

Banglalink is filled with strong core values such as customer obsessed, Entrepreneurial, Innovative, collaborative & truthful. In order to fulfil the values banglalink is now working relentlessly to bring digital world to each customer to build a true digital Bangladesh, moving away from the traditional mobile operator to a tech company. [H]



Figure 1: Organizational Values

The main objective is to deliver superior quality & benefits in every phase of the customer experience. Bringing the whole country into a place where everyone can easily communicate with each other without any difficulties. Goal of the organization is to guarantee telecom benefit for all individuals of Bangladesh.

1.4 Organizational Structure

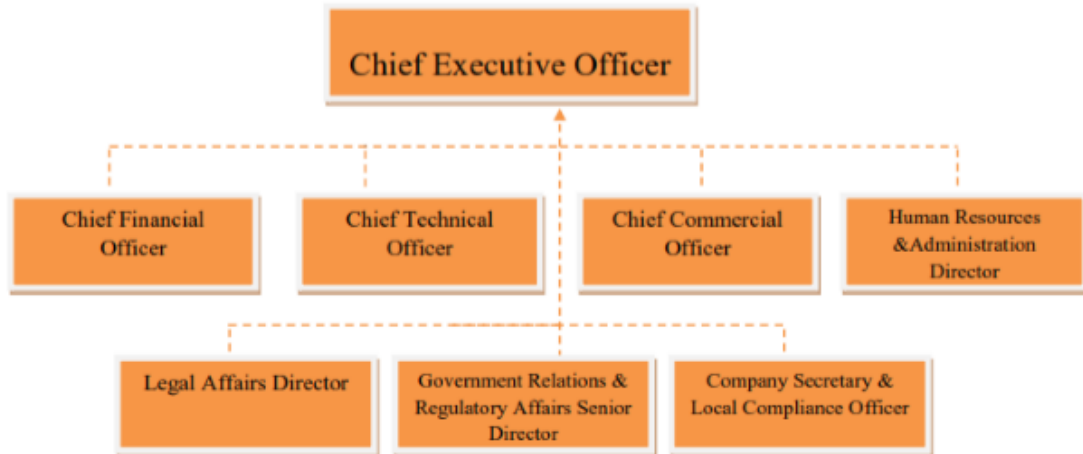


Figure 2: Organizational Structure

1.5 Key Executives

- Chief Executive Officer: Erik Aas
- Chief B2B Officer: Choukri Berghout
- Chief Ethics and Compliance officer: M Nurul Alam
- Chief Corporate and Regulatory Affairs Officer: Taimur Rahman
- Chief Financial Officer: Anton Landman
- Chief Human Resources & Administration Officer: Monzula Morshed
- Chief Legal Officer: Jahrat Adib Chowdhury
- Chief Commercial Officer: Ritesh Kumar Singh
- Chief Technology Officer: Pierre Boutros Obeid

Headquarters

Address: Tiger's Den; House 4; Road: Bir Uttam Mir Shawkat sharak, Gulshan 1; Dhaka, Bangladesh.

Company Website: 'www.banglalink.net'

Chapter 2

Training and Development Broadly

2.1 Definition of Training and Development

Training can be defined as the planned and systematic activities that is designed to show the acquisition of knowledge, attitudes and skills. On the other side, Development can be defined as preparing the employees for their better career and better work force in the organization. [1]

2.2 Training and development of telecommunications

Ramachandran (2010) has made a discovery in his (Topno, 2012) study on the result after effect of training programs on the different type of employee in the organization. He found out that employee's effectiveness differs in the training occasion subject to his own demographic characters. Besides, he also discovered that employees with work experience and good education background plays a vital role in the training program

Prongjit (2006) and Casper et al. (2004) both in their studies found out that training and development program enhances the employee's performance and organization. As an example, he explained that, after getting into the training program they are more reliable with their responsibilities and interacting more with their colleagues. They also added that this training and

development program helped the employee to understand the need of organizational growth in the industry. The training and development program would be more effective if it had collaboration with actual business needs and the support of competent trainers (MCTPC, 2002). At last they also mentioned that practical job training helps the employees to understand more about the tasks and responsibilities of the job. This type of training would play a vital role in developing Bangladesh telecommunication industry. [B]

Noe, Hellen, Gerhart, and Wright (2006) study has found that in most cases training program focuses on employee's skills and performance in their current job. On the other side development especially focuses on learning and creating ability for the employee's which will help them in future. [D]

According to (Southiseng, 2005), For a better future career of employee's, they have to go through the changes, especially the new technology application, new set of workflow, new customers and even new product in the market. To accept and familiar with these changes, organizations should initiate programs that will build the employees with much more leadership, responsibility and accountability skills [B]

2.3 Importance of Training and Development in Telecommunication

Training and Development both functions play a great role in the organization and also for the employees. Organization can utilize its resources properly after proper implementation of training and development program. Noe, Hollen, Gerhart, and Wright (2006) stated in their study, training program increases the performance of the employees and it leads to more profitability of the organization.



Figure 3: Importance of Training and Development.

These programs help the employees to learn and improved way to complete activity in the organization (MCTPC, 2002). Training programs create confidence in the employees to deal with challenges and boost their morale. Banglalink can also introduce such type of programs in their different segment of work. Firstly, they can introduce such type of training program in their Advance Internship Program (AIP), which will help the organization to create a more skilled workforce. Secondly, Line Managers can be introduced to development programs which will help them to be more focused about organization goals and how to achieve them in efficient ways.

Chapter 3

Training and Development Procedure in Banglalink

Banglalink digital communication ltd has its own Training and Development procedure, which is conducted by the Human Resource Department. In most cases training is conducted outside the premises of the main office. Training programs varies from the employee to employees for instance a training which is for the development of a mid-level managers, only those managers have to take that training.

One team from every department are placed for the training program. Line managers of every department hand pick employees, who is in great need the training program. In many cases training programs are treated as essential and compulsory at Banglalink. In my internship time period, it was observed that my line managers and other team members are going for different types of trainings frequently.

3.1 Types of training

Banglalink provides some training sessions for candidates to make them a better performer. In Banglalink every level of managers has to attain these training program. These programs are designed in such a way that this organization can increase their ability to achieve their goals and also to grow their leadership quality in great manner.

- On the Job Training
- Off the Job Training

On the Job Training

Managers participate in this type of training while he is doing his regular job. There are four different kinds of training methods are implemented at Banglalink for the betterment of managers.

- **Coaching:** Coaching is one of the instruments that can be implemented to assist others for development. At Banglalink, the reason to implement coaching instrument for the managers to reduce the effect of change whilst maximizing the professional integrity of individual.
- **Mentoring:** Mentoring is another instrument which provides guidance and direction to the employees. At Banglalink junior managers get mentorship training from senior level managers as per requirement. These mentoring programs help them to take decisions or to achieve goals efficiently.

- **Job rotation:** One of the great job training programs is job rotation. It consists of shuffling the jobs of one employee with the other department employees within the organization. At Banglalink, job shuffle is conducted frequently. It assists employees to understand their true potentials of himself while doing different types of tasks. Beside this also help them to acquire new knowledge regarding job. This lead to having a great knowledge of understanding about different department work flow in the organization.
- **Job Instruction Technique:** In this method trainer is present to conduct the training programs. Trainer demonstrates the task or set of skills to the trainee and also how to do a specific given task. In the end trainer allow the trainee to show output of the lesson learned. This sort of training procedure helps the trainees to learn and understand more specifically about the task he is given and how they should complete it. At Banglalink employees training procedure is completed through a series of process.

Off the Job Training

In the off the job training program, it is conducted outside the workplace location and also it can be a day long program to several day programs. This sort of training programs helps the trainee to refresh their mind and learn the knowledge in an interactive manner.

Case study method: This training procedure is quite popular at Banglalink digital communication. In this sort of training session, different kinds of issues and problems that Banglalink is facing are given to the trainees to create a simulated environment. In those circumstances, they try to generate and implement new efficient and effective solutions for the problems. In this process they get the chance to improve their analytical and decision-making capabilities.

- **Management Game:** This training program are specially designed for the managers. In this procedure an artificial environment is created to simulate the real situation in the

organization. Beside this, in Banglalink they also participate in different forms of games which are related to business management.

- **Outdoor Seminars:** In some cases, Banglalink conduct a day long outdoor seminars only for top-level management employee. These are programmed outside the country with collaboration of foreign experts.

Strategic Assistant Program

Other than traditional training program, Banglalink have special program called strategic assistant program where new fresh graduates get the opportunity to apply and to take training session during performing the job. Banglalink give priority to young professionals who can rethink the existing procedure, restart with a fresh personality and recreate each day.

Strategic Assistant Program gives fast carrier growing opportunity for exceptionally talented fresh graduates to become the next digital leader. At Banglalink, they try to empower young people to make their future career journey with them. Strategic Assistants join as a trainee in the organization and then go through challenging job rotations which is supported and implemented by formal learning. After completion of the program they get chance to become a permanent role. [E]

Advanced Internship Program (AIP)

Banglalink also provides Internship opportunity as I get the opportunity to learn and to work here as an intern. This Advanced Internship Program (AIP) is an exceptionally amazing opportunity for students who are doing undergraduate and postgraduate study. It complements his/her academic studies with such an experiential learning process in a professional setting. The AIP is targeted to

achieve both party benefits for the students as well as for the company. Some of the methods are defined below.

Student's Perspective:

- These programs help the graduating students to achieve knowledge and understanding about themselves with a world class work environment and achieve practical skills and experience.
- Provide graduating students with an exceptional opportunity to expand themselves professionally and gather information about duties and work ethics in work [F]

Company's Perspective:

- Help the Company in building of young talented individual for sustainable and skilled young workforce. These people should be ready to serve the growing market as young expert leader.
- Help the Company in finding the potential candidates for its entry-level vacancies.

Banglalink ensures that they are hiring people with a great exceptional background and who will be the best candidate for the growth of company. Beside they also try to help the students to achieve their academic requirements.

Banglalink University

Banglalink has a training session room, which is called 'Banglalink University'. Banglalink University offers many sessions regarding the topic related issues. Both external and internal sessions been done here. Banglalink University also offer weekly training session for their employee's improvement such as training on regulatory affairs, training on administrative policy

and so on. Even though, besides training, some sessions also held about awareness related issues, health related issues etc. for employees.

3.2 Importance of Training and Development at Banglalink

Training and development are considered as one of the great critical and important aspects of HR. In most of the organization, training program is needed for the positive vibe and effective output of the greater employees as well as for the growth of the organization. In these circumstances, Banglalink Human Resource department has also acknowledged it and these are given below:

- **Acknowledgement:** Procedure of Training and Development program help the employees to achieve acknowledgement and also make their workforce to become more capable of conducting their duties.
- **Adaptability:** At the time of training programs employees are faced with different role-playing scenarios, case-studies and business-related games etc. These activities increase the chance of the adaptability of the employees.
- **Behavior:** Training programs always bring a noticeable change in behavior in participating employees. It is observed that employees who have completed training program are more confident in work rather than those who haven't.
- **Culture:** Corporate culture in Banglalink is observed as one the best employee friendly environment. In this organization every employee is treated professionally wherever his background is. This positive vibe brings the employees to think all of them as one team.
- **Addressing weakness:** These programs help the employees to discover their weakness and lack of skills in the job. After successful completion of training it is observed they were able to overcome weakness and become more proactive.

- **Growth:** Growth is essential need for every organization to survive in future. To overcome this challenge employees, need to be trained with the latest technology and techniques for the future growth of the organization.

Banglalink is equipped with technically advanced and skilled workforce because of proper goal-oriented training and development program. This organization always feel that their workforce is their best asset for the betterment of the organization and they always want to retain their workforce.

3.3 Performance Appraisal at Banglalink

Banglalink Digital Communication performance evaluation is conducted at the beginning of the year. Every Employees is set with different types of goals and they are assigned to achieve that desired goal in given time. Each of their goal is divided into different milestones. Completion of every milestone add a percentage to the employee profile and at the end of the year all the milestone is calculated. Employees will be evaluated based on five factors and they have to justify their evaluation to line managers.

Line managers evaluate their justification and give percentages and it altogether holds about 70 percent of mark. Rest of the 30 percent depends on company performance which consist of revenue and the EBIT. At the end all this percentages will help the employees to get increment and performance bonus.

3.4 Reward Policy of Banglalink

Banglalink employees are rewarded for their performances. In this company, they follow different types of rewards policy is described as-

- **Promotion:** Employees gets promotion for their outstanding performance on the job.
- **Increment:** Employees are awarded with increment every year.
- **Performance Bonus:** Banglalink provide outstanding performance bonus for their dedicated employees and it is annually evaluated.
- **Foreign Training:** In some cases, hardworking and dedicated employees are sent for abroad training experience so that they can provide better output for the organization. It sometimes considers as the motivation for the employees to work hard
- **Foreign posting or assignment:** Organization foreign assignment are assigned to those employees who are dedicated and hard working. It leads them to visit foreign countries. Employees shows very positive response to it and try to increase their KPI.
- **Cost of living allowance:** In some cases, employees achieve living allowance. For example, house-rents, bills etc.
- **Spot recognition:** When an employee can show outstanding performance to their respective line managers, he gets a spot recognition for his or her work. Team members appraise his work and the hard work comes to color when they get recognition.
- **Other remuneration:** Employees are often rewarded with remuneration as for example- gift hampers, free transport facility.
- **Terminal Benefit:** For any circumstances any employees get terminated, organization will provide three-month advance salary for him or her.

3.5 Motivational Factors for Employees

- **Cafeteria facility:** Banglalink cafeteria is equipped with modern facilities and has one of the best hygienic kitchen facilities in corporate sector of Bangladesh. They provide buffet service in launch time for their employees which is very lucrative for employees. Prices of the food are very much efficient compared to the quantity.

- **Transportation service:** Banglalink provides pick and drop service for their employees at a reasonable charge. They have a fleet of buses for different destination of Dhaka city which are provided for the employees.
- **In house doctor availability:** Well-equipped medical center is present in the premises of Banglalink office. It has a doctor and a nurse working in the medical center. They provide free medical support in case of emergency.
- **Yearly outing program:** Employees of different department organize annual tour within or outside the country for recreation. These tours are managed and financed internally by different departments and it also strengthen the bond between employees.
- **Cultural Program:** National cultural program is observed in Banglalink office regularly and management of the organization decorate the whole office to give a proper vibe of the cultural program. These programs help the employees of different cultures to learn about each other programs.
- **Leave Policy:** The leave policy of Banglalink is very smooth and hassle free for the employees. They provide the maximum number of leaves and it includes sick leaves and urgent leaves etc.
- **Employee award Policy:** An award ceremony is conducted every year at Banglalink Head Quarter to acknowledge their best employees. In this ceremony the best employees and the best performers are awarded.

Overall Analysis

It can be well observed that Banglalink follows a standard rules and procedure for their training and development programs of their employees. Banglalink future as organization is in good hands and their management are always well aware of making betterment of the organization.

Chapter 4

Findings, Recommendation & Conclusion

4.1 Findings

The sole purpose of this internship is to get the flavor of corporate life. This internship period gave me the practical knowledge that I have learned theoretically. Overall learning demonstrated all the things that I have learnt previously in university life. During this period, I have found something different from other companies that are given below:

- Firstly, I got the opportunity to know how Telecom Company works, how their culture is, how they operate. The process they followed for HR planning is legitimate. Everything is done in accordance with the policy which is set before by the head of HR. Whenever a vacancy arrives in any department, Talent acquisition team starts their process in online as well as offline, following the preset plan.
- Bangalink strictly follows their HR policy, rules & regulation to avoid certain conflicts in organization. Total policy is given in their internal website. In order to avoid conflict, Information are updated after a certain period. Banglalink is completely a peace-loving place.
- Job description are very precise and exact in Banglalink. Depending on the position, they updated the requirements along with experiences which is specific for the position.
- As my team was responsible for dealing with all the recruitment activities, I get to learn how Banglalink recruits' people efficiently in a short span of time & in an organized way. They follow every recruitment and selection steps consecutively.
- The concept of training the employees in Banglalink is to teach them the necessary skills to perform efficiently in the workplace. Banglalink University offers various training sessions for the employees.

- The concept of development of employees in Banglalink means improving the quality of employees by providing them proper training and a deeper understanding of the fact.
- Banglalink kept every single document of each employee. Every employee has their own profile that contains every detailed information of a single person.
- Banglalink have updated software that holds numerous data and information about the whole process starts from online application ends to final interview.
- Banglalink is more up to date with Advanced Internship program than any other organizations and focuses more on young growing generations. They strongly believed that young people have more leadership ability than others do.
- The compensation and other facilities are more in Banglalink than any other organization. The most important thing that the flexibility employees have, is very different from any organization.

4.2 Recommendations

Few recommendations that Banglalink can follow to improve and also to become best organization in telecom industry. It includes

- Banglalink's faces issues regarding its network. They should be more conscious about improving their networks.
- Mid-level managers don't get the facility to do training abroad which is quite injustice for them. Organization should also provide foreign training for mid-level managers
- Banglalink should recruit more employees to eliminate the overload pressure from current employees.

- The recruitment process in Banglalink is not fully automated. Tracking system should be added in the online recruitment process which will include written exam results, viva results etc.

4.3 Conclusion

Banglalink Digital Communication Ltd., being one of the successful telecommunication organizations has earned a great achievement in a short period of time in the Bangladesh market. In this short time, they were able to give strong fight to its competitors. I am proud of completing my internship program at Banglalink Digital Communication Ltd. In my internship program I have learned different domain of work and it consists of training and development, administrative work and performance appraisal. In my internship I was able to provide my academic knowledge. This report is written regarding the Training and Development in Banglalink Digital Communication Ltd is a part of my BBA program. In the process of making this report I have learned many different topics of the organization and it will help me in my professional life.

References

- [A] About Banglalink. (2019, September 16). Retrieved from <https://www.banglalink.net/en/about-us/about-banglalink>
- [B] Prongjit, S. (2006). Relationship between training and individual performance improvement. *Sasin Journal of Management*, 12(1), 30-50.
- [C] Southiseng, N. (2005). *State-owned enterprises reforms in the power sector of Lao PDR: The case of Electricité du Laos*. Unpublished manuscript. Bangkok: Asian Institute of Technology.
- [D] Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (Eds.). (2006). *Human resource management*. New York: McGraw-Hill Irwin.
- [E] STRATEGIC ASSISTANT PROGRAM (SAP). (2019, December 10). Retrieved from <https://www.banglalink.net/en/strategic-assistant-program>.
- [F] Advanced Internship Program (AIP). (2018, September 17). Retrieved from <https://www.banglalink.net/en/about-us/career/meet-banglalink/advanced-internship-program>.
- [G] News & Events. (n.d.). Retrieved from <https://www.banglalink.net/en/about-us/news-events>
- [H] Banglalink's Values. (2018, September 15). Retrieved from <https://www.banglalink.net/en/about-us/career/meet-banglalink/banglalink-values>
- [I] What is Training and Development? definition, importance and inputs. (2018, October
- [J] Retrieved from <https://businessjargons.com/training-and-development.html>

[K] Ignatius, A. (2015). Rethinking HR. *Harvard Business Review*.

[L] Ubeda Garc'ia M. 2005. Training and business performance: the Spanish case. *Int. J. Hum. Resour. Manag.* 16:1691–710.