

*Internship Report  
on Grameenphone  
Employee Service*

**Internship Report  
MBA Program  
BRAC University**

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**Start Date for Internship: November 9, 2006  
End Date for Internship: February 8, 2007**

**Submission Date  
April 10, 2007**

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Sir

**LETTER OF TRANSMITTAL**

With the reference to your authorization, this is the report of "Internship Report on Grameenphone Employee Service". Hope the report will help you to assume the Employee Service of Grameenphone.

I am always prepared to assist you by going through the report.

Sincerely Yours,



Imteaz Ibne Mustafa

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## Abstract

It was a great opportunity to work under the largest telecommunication company of Bangladesh. The main purpose of the program was to perceive the real life situation. The academic knowledge is not well enough to compete with real world. This internship program was helpful to face the real working environment.

Being the largest cellular phone company in the country, Grameenphone has to have a huge number of human assets. To deal with those gigantic number of employees Grameenphone has a well-established Human Resource Division. They are 54 in number and they are being divided in to four different department. The duties of Human Resource Operation are to ensure the proper employee management after a person joins in the Grameenphone family. Operation has five different units. Among those units, Regular Employee Service ensures the service of regular employee. All the legal aspects also being look after by Regular Employee service unit. Consisting of one deputy manager, one regular employee, one contractual employee and one internee, this unit is working hard to perform their duties and responsibilities.

Externally Grameenphone HR division looks like a very powerful division. But internally there are some dilemmas. Some decisions that were supposed to take by HR, taken by the respective division. Internally Grameenphone most powerful division are Sales & Distribution and Customer Management Division. For the recruitment and selection process GP has a different department under HR division. Recruitment & Selection department. But S&D and CMD run this process of their own. The problem is created by this lots of less qualified employee are recruited and performance is below the standard. These types of employees are hard to handle. HR operation is facing problem to ensure the proper employee service and motivation.

HR Operation has a tool name IVC (Internal value Creation). HR uses this tool to motivate the employee. With this tool some internal values that are parallel with the organizational vision, mission and value. Grameenphone has high salary levels that also motivate the employee a lot. Overall Grameenphone HR division is the most active HR division of Bangladesh among all Local Company.

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## **History**

Telenor's history and background are in many ways also the history and background of the Norwegian people. Over 150 years telecommunications have played a vital part in the development of modern Norwegian society. The physical work has consisted in rolling out infrastructure and developing services, but our real job has been to build relations between people.

In 1994, the then Norwegian Telecom was established as a public corporation. In December 2000, the company was partly privatized and listed on the stock exchange. This transformation took place as a gradual adaptation to increasing competition in the Norwegian telecom market after deregulation in the 1990s, with free competition for all services from 1998. Telenor has successfully defended its strong position in the Norwegian market.

Telenor's strong international expansion in recent years has been based on leading-edge expertise, acquired in the Norwegian and Nordic markets, which are among the most highly developed technology markets in the world. Internationalization was achieved on the basis of strong positions in satellite communications, in mobile communications and in domestic Internet activities. Telenor has been one of the world's leading suppliers of satellite communications for many years. Norway and the Nordic region have been in the forefront of the development of mobile communications, and Internet use has quickly gained ground in this market.

Telenor is a pioneer in mobile communications. Manual mobile telephony services were introduced in Norway in 1966, as a forerunner to the automatic NMT system, which appeared in 1981. Its digital successor, GSM, was introduced in 1993, and third generation mobile network, UMTS, was launched for commercial use in 2004.

## **Background of the Organization**

Grameenphone is a GSM-based cellular operator in Bangladesh and market leader with more than 50% of the Bangladeshi market share. Grameenphone started operations on March 26, 1997. It is partly owned by Telenor (62%) and Grameen Telecom (38%).

Grameenphone is the largest mobile phone company in Bangladesh with more than 10 million customers as of December 2006. It is also the fastest growing cellular telephone network in Bangladesh. At the end of 2005, it had about 3500 base stations around the country with plans to add about 500 in the following six months.

Grameenphone initial goal is to provide cost-effective and quality cellular services in Bangladesh.

On the 16th of November 2006 GP formally changed its logo to match its parent company Telenor's logo. According to GP the new logo symbolizes trust, reliability, quality and constant progress. The name Grameenphone will be kept as part of the new identity. The name Grameenphone carries with it all of the heritage, success and values of our past, added the GP CEO Eric Aas.

The idea of providing wider mobile phone access to rural areas was originally conceived by Iqbal Quadir, who is currently the founding director of the Program in Developmental Entrepreneurship at MIT. He was inspired by the GrameenBank micro credit model and envisioned a business model where a cell phone can serve as a source of income. After leaving his job as an investment banker in the United States, Quadir traveled back to Bangladesh and worked for three years gaining support from various organizations including Nobel Peace Prize laureate Muhammad Yunus of GrameenBank and the Norwegian telephone company, Telenor. He was finally successful in forming a consortium with Telenor and GrameenBank to establish Grameenphone. Quadir remained a shareholder of Grameenphone until 2004.

Grameenphone received a license for cellular phone operation in Bangladesh from the Ministry of Posts and Telecommunications on November 28, 1996. Grameenphone started operations on March 26, 1997, the Independence Day in Bangladesh.

Grameenphone originally offered a mobile-to-mobile connectivity (widely known as GP-GP connection), which created a lot of enthusiasm among the users. It became the first operator to reach the million subscriber milestone as well as ten million subscriber milestones in Bangladesh. Some Important Date for Grameenphone Operation are:

November 28, 1996: Grameenphone Ltd. was offered a cellular license in Bangladesh by the Ministry of Posts and Telecommunications.

March 26, 1997: GP launched its service on the Independence Day of Bangladesh.

June 1998: GP started its services in the port city of Chittagong, the second largest city in the country. Cell to cell coverage in the Dhaka-Chittagong corridor also enabled GP to introduce its service in a number of other districts along the way.



1999: GP started its service in the industrial city of Khulna. Once again, a number of other districts came under coverage of GP because of the cell to cell coverage between Dhaka and Khulna.

2000: Grameenphone started its services in Sylhet, Barisal and Rajshahi, bringing all six divisional headquarters under the coverage of its network. The service in Barisal region was started after the microwave link between Khulna and Chittagong was completed.

Grameenphone has so far been a pioneer in introducing innovative cellular telephone products and services to the market. Earlier in September 1999, it introduced the EASY pre-paid service in the local market. It also introduced the Voice Mail Service (VMS) and the Short Message Service (SMS) and other value-added services.

August 2003: After six years of operation, Grameenphone has more than one million subscribers.

November 2005: Grameenphone continues to be the largest telecommunication operator of Bangladesh with more than 5 million subscribers.

### **Strategy**

Grameenphone basic strategy is coverage of both urban and rural areas. In contrast to the "island" strategy followed by some companies, which involves connecting isolated islands of urban coverage through transmission links, Grameenphone builds continuous coverage, cell after cell.

While the intensity of coverage may vary from area to area depending on market conditions, the basic strategy of cell-to-cell coverage is applied throughout Grameenphone network.

### The People

The people of Grameenphone are young, dedicated and energetic. All employees are well educated at home or abroad, with an even distribution of males and females and social groups in Bangladesh. They know in their hearts that Grameenphone is more than phones. This sense of purpose gives them the dedication and the drive, producing the biggest coverage and subscriber-base in the country. Grameenphone provides equal employment opportunities and recognizes the talents and energy of its employees.

### The Service

Grameenphone believes in service that leads to good business development. Telephony helps people work together, raising their productivity. This gain in productivity is development, which in turn enables them to afford a telephone service, generating good business. Thus development and business go together.

### The Technology

Grameenphone Global System for Mobile or GSM technology is the most widely accepted digital system in the world, currently used by over a billion people in 172 countries. GSM brings the most advanced developments in cellular technology at a reasonable cost by spurring severe competition among manufacturers and driving down the cost of equipment. Thus, consumers get the best for the least.

## **Activities of Grameenphone**

### Numbering Scheme

Grameenphone uses the following numbering scheme for its subscribers

+88 017 N<sub>1</sub>N<sub>2</sub>N<sub>3</sub>N<sub>4</sub>N<sub>5</sub>N<sub>6</sub>N<sub>7</sub>N<sub>8</sub>

Where the first 880 is the International Subscriber Dialing Code for Bangladesh and is needed only in case of dialing from outside Bangladesh.

17 is the prefix for Grameenphone as allocated by the government of Bangladesh. Omitting +880 will require using 0 in place of it instead to represent local call, hence 017 is the general prefix.

The number N<sub>1</sub> to N<sub>8</sub> is the subscriber number.

### Village Phone

With the help of Grameenphone, Grameen Telecom operates the national Village Phone program, alongside its own parent Grameen Bank and the International Finance Corporation (IFC), acting as the sole provider of telecommunications services to a number of rural areas. Most Village Phone participants are women living in remote areas. Village Phone works as an owner-operated GSM payphone whereby a borrower takes a BDT 12, 000 (USD200) loan from Grameen Bank to subscribe to GP (Grameenphone) and is then trained on how to operate it and how to charge others to use it at a profit. As in September 2006, there are more than 255,000 Village Phones in operation in 55,000 villages around Bangladesh. This program has been replicated also in some other countries including in Uganda and Rwanda in Africa.



### Community Information Centre (CIC)

Grameenphone started a project to provide internet access and other communications services to rural areas. This program is known as 'Community Information Centre' (CIC). Since February 2006, 26 CICs have been established across the country as a pilot project. In this project, Grameenphone provides GSM/EDGE infrastructure and technical support and other partners Grameen Telecom Corporation and Society for Economic and Basic Advancement (SEBA), are involved in selecting and training entrepreneurs to run the village centers. The computers in these centers in the pilot project are used by an average of 30 people a day, who pay a small fee to access email or Web pages. These CICs are used for a wide variety of business and personal purposes, from accessing health and agricultural information to using government services to video conferencing with relatives overseas. Grameenphone also trains the entrepreneurs so that they can give people advice on how to set up an e-mail account and best make use of the Internet.

CIC project is giving up to 20 million people the chance to use the Internet and e-mail for the first time. Following a successful pilot project, Grameenphone is going to set up approximately 500 centers in communities throughout Bangladesh by the end of 2006. The centers will be located in each Upazilla (sub-district) of Bangladesh. As a result, up to 15 villages containing up to 40,000 people will be within reach of each CIC. In this information center, there will be personal computers connected to Grameenphone existing GSM mobile network, which has been upgraded with EDGE technology to offer data transfer speeds of up to 10 kilobits per second.

### Grameenphone Center (GPC)

Grameen Phone centers serve as a "one stop solution" for customers, with all telecommunications products and services, under a single roof. They are strategically located at all major locations of the country.

The Grameenphone Centers are designed to increase customer satisfaction by integrating sales and after-sales services in an open, friendly and comfortable environment. In addition to handling all customer service inquiries, the Grameenphone Centers will be positioned as GP's flagship sales channel, selling all GP products and services and also attractively priced handsets with the best warranty and after-sales service. The primary objective of the Grameenphone Centers will be to enhance customer experience by providing genuine products at competitive prices.

Grameenphone will also maintain strong partnerships with the major handset vendors to ensure attractive prices for the customers visiting the Grameenphone Centers. The handsets will have warranties and the Grameenphone Centers will also provide after-sales service for the handsets.

Currently there are over 20 GPC's in the country with more to come soon.

### **Market Size**

The total market size of the mobile industry is 13.26 million approximately, as of June 2006. Of this 63.9% of the market share is occupied by GP, 18.67% by Aktel, 12.1% by Banglalink, 3.92% by CityCell and 1.47% by TeleTalk.

Among the nine products offered by GP, the pre-paid mobile to mobile subscription, EASY, has the majority of subscribers amounting to some 4,942,215 as of June 06. The newly launched 'djuice' brand has climbed up to take the second position in only 14 months with some 1,602,492 subscribers. Another very popular subscription is GP National, post paid mobile to mobile connectivity, which has around 93,410 subscribers as of June 06.

Among the subscriptions with PSTN connectivity some 1,465,032 people have subscribed to pre-paid EASY Gold where as some 76,153 people have subscribed for the post-paid GP Regular.

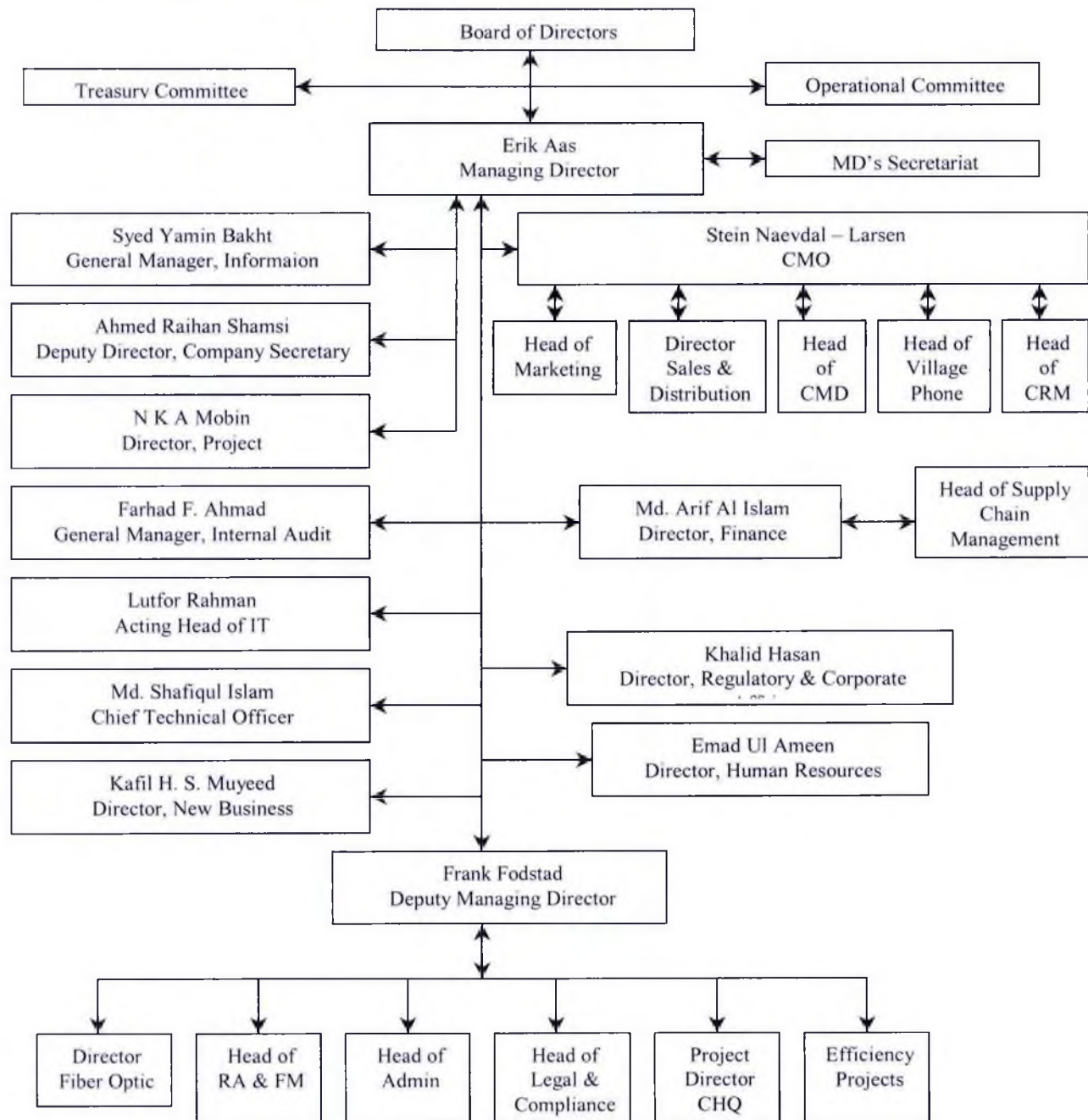
GP is the first in the industry to provide bundle products whereby subscribers can get a predefined number of minutes free for a monthly fee. Anytime 500, post paid mobile to mobile subscription has some 5, 811 subscribers while GPPP, post paid subscription with PSTN connectivity has around 9,000 subscribers as of June 2006.

The popular Village Phone program has acquired 232,229 subscribers under its program as of June 2006.



## Business Operation

### Organizational Structure



### Grameenphone Management Team

Management Team of Grameenphone comprises of the Managing Director, the Deputy Managing Director and the Divisional Heads of the company.

ERIK AAS: Managing Director of Grameenphone since 2004.

FRANK FODSTAD: Deputy Managing Director since 2004.

MD. ARIF AL ISLAM: Director, Finance Division, since 2005.

RUBABA DOWLA MATIN: Head of Marketing Division, since 2005.

INGVALD LYCHE: Director, Sales & Distribution Division, since 2005.

STEIN NAEVDAL-LARSEN: Director, Information Technology Division, since 2004.

MD. SHAFIQUL ISLAM: Acting CTO, Technical Division, since 2006.

KHALID HASAN: Director, Regulatory and Corporate Affairs Division, since 2001.

EMAD UL AMEEN: Director, Human Resources Division, since 2003.

## **Human Resource Management**

Human resource management (HRM) is both an academic theory and a business practice that addresses the theoretical and practical techniques of managing a workforce. The theoretical discipline is based primarily on the assumption that employees are individuals with varying goals and needs, and as such should not be thought of as basic business resources, such as trucks and filing cabinets. The field takes a positive view of workers, assuming that virtually all wish to contribute to the enterprise productively, and that the main obstacles to their endeavors are lack of knowledge, insufficient training, and failures of process.

HRM is seen by practitioners in the field as a more innovative view of workplace management than the traditional approach. Its techniques force the managers of an enterprise to express their goals with specificity so that they can be understood and undertaken by the workforce and to provide the resources needed for them to successfully accomplish their assignments. As such, HRM techniques, when properly practiced, are expressive of the goals and operating practices of the enterprise overall.

Nowadays, the more traditional synonyms such as personnel management are often used in a more restricted sense to describe those activities that are necessary in the recruiting of a workforce, providing its members with payroll and benefits, and administrating their work-life needs. These activities can require regulatory knowledge and effort, and enterprises can benefit from the recruitment and development of personnel with these specific skills.

The goal of human resource management is to help an organization to meet strategic goals by attracting, and maintaining employees and also to manage them effectively. The basic premise of the academic theory of HRM is that humans are not machines; therefore it is needed to have an interdisciplinary examination of people in the workplace. Fields such as psychology, industrial and organizational psychology, sociology, and critical theories: postmodernism, post-structuralism play a major role.

### **Grameenphone Human Resource Division**

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



## **Vision**

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

HR is a Critical Enabler for Telenor in the Pursuit of its Strategic Goals. HR is key to ensuring

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

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

**Leaders**, Who have a passion for business, excel at empowering people and never compromise on Telenor's ethical standards

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

## **Corporate HR**

Corporate HR is responsible for global HR support and processes, and is organized as follows:

- ✓ Organization and Leadership Capabilities: Strategic responsibility for IVC (Internal Value Creation - Employee survey) and TLDP (Telenor Leadership Development Process)
- ✓ Global HR Development
- ✓ Compensation and benefits
- ✓ Employee Role

## **Local HR**

Local HR departments serve managers and other employees with Human Resources and organizational development related topics. They are also in charge of the implementation and follow up of processes like IVC (Internal Value Creation - Employee survey) and TLDP (Telenor Leadership Development Process)



## **HR Services**

HR Services 09002 is a resource center for personnel administrative services in Telenor for the Nordic region.

## **Internal Value Creation (IVC)**

Internal value Creation or IVC is a tool for creating value internally to all the employees of the organization. For better motivation and maximum effort from all the employees this tool helps a lot for achieving the vision.

## **The purpose of the IVC**

Grameenphone vision is “We exist to help our customers get the full benefit of communication services in their daily lives.” The key to achieve this vision is a mindset where each and every one of them works together. The IVC process offers them not only an opportunity to assess their progress in working towards this vision, but also to carry out actions that will improve their people and organization in order to meet future challenges and implement the strategies.

## **This is required from the Manager in this process**

- ✓ Inform the employees before the survey and encourage participation.
- ✓ Present the survey findings to them.
- ✓ Develop an action plan together with them.
- ✓ Implement, follow up and report on the actions.
- ✓ Communicate and celebrate results.

## **Benefits of using the IVC Toolbox**

- ✓ Employees will work efficiently.
- ✓ Employees will not miss a step accidentally.
- ✓ Employees will understand the IVC model and the indices.
- ✓ Employees will get ideas for your own work.
- ✓ Employees will get templates for presenting the findings and running the workshop.

## **SWOT Analysis of HR Division**

Strength: The Main Strength of Grameenphone HR Division is the authority to work. Grameenphone HR Division has authority to maintain the employee properly. The

employees from different division have proper respect for HR division. This respect was gained by the HR division.

Weakness: Still Bangladesh has lack of enough HR persons in the market. HR division does not have proper HR person to provide responsibilities. It is important to have employee, who understand HR and can work according to HR need.

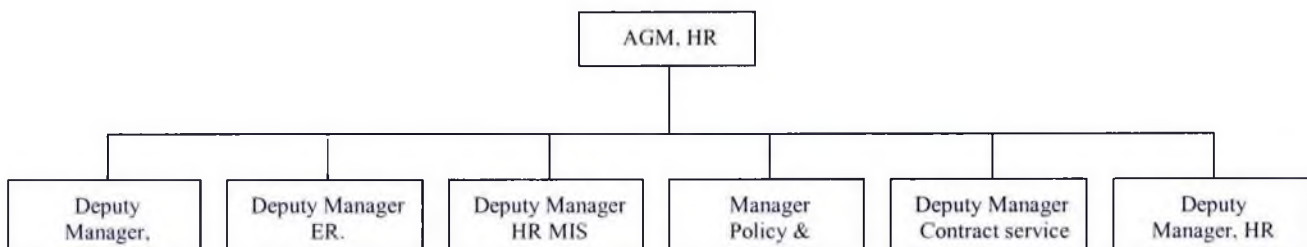
Opportunity: Grameenphone is a huge organization consisting more than 5000 employee. There are four types of employee; Regular, Contractual, Part Time and Internee. Grameenphone HR Division has to look after all types of employee. HR Division can work in several sectors along with those employees. Very few Bangladeshi organizations have this kind of opportunity. An additional thing is Grameenphone also has enough financial resource for successful implementation of HR Policies.

Threat: It is also very difficult for Grameenphone to handle with such a gigantic number of employees. It is very normal that any process can be bewildered when there is not enough internal resource. Sometimes the total process can be injudicious.

### Organization Chart of HR Division



### Organization Chart of HR Operation



## As a Student Intern

### Main Purpose of The Position

Regular employee management and provide all sorts of supports to them as well as update database along with their information.

### Responsibilities & Tasks

Responsibility	Tasks
1. New employee joining	<ul style="list-style-type: none"> <li>• Provide ID number.</li> <li>• Process ID card, mobile and Transport form</li> <li>• Process their Bank Account</li> <li>• Organize required papers of their Personal file</li> <li>• Give introduction regarding HR Operations &amp; introduce with OPS members.</li> </ul>
2. ID card handling	<ul style="list-style-type: none"> <li>• Temporary Pass maintenance &amp; managing access extension at regular interval.</li> <li>• ID card processing for new, transferred &amp; promoted employees.</li> <li>• Handle lost/ damaged Id cards as per procedures</li> </ul>
3. Company wide Circulars	<ul style="list-style-type: none"> <li>• Prepare Circular regarding new employees &amp; coordinate with Information to circulate.</li> <li>• Prepare Internal Placement Circular of promoted employees and post it to @ work.</li> <li>• Circulate Holiday notice through @ work</li> <li>• Circulate Condolence message through @ work</li> </ul>
4. Leave Management	<ul style="list-style-type: none"> <li>• Entry all mode of leaves in PMIS.</li> <li>• Provide leave balance to the employees &amp; supervisors</li> <li>• Ensure leave without pay/maternity letter and communicate with Payroll and concern employee</li> <li>• Provide necessary leave reports to different required ends.</li> </ul>
5. Handle employee separation process.	<ul style="list-style-type: none"> <li>• Prepare resignation acceptance, send it to respective supervisor &amp; communicate with employees</li> <li>• Initiate clearance &amp; ensure.</li> <li>• Collect Mobile Handset with accessories, ID card &amp;</li> </ul>

Responsibility	Tasks
	Transport pass from the separated employee and send the same to the respective areas <ul style="list-style-type: none"> <li>• Inform activation unit, CMD and IT operations for deactivate of e-mail and mobile number of separated employees</li> </ul> Issue release order and the experience certificate to separated employees after final settlement with Accounts
6. GPEIS update & coordinate with IT	<ul style="list-style-type: none"> <li>• Update new employees information at GPEIS.</li> <li>• Update salary information.</li> <li>• Coordinate with IT to update promoted &amp; transferred employee information.</li> </ul>

1. New Knowledge Acquired: The most important knowledge was achieved was how to implement an HR process successfully. Some academic knowledge was matured by managing the convenient knowledge.

2. Problems Encountered: Some realistic situation had to be faced that didn't have any association with pedantic knowledge. There are far way difference between academic knowledge and real life scenario.



**Conclusion**

It was very finicky to work in the environment of the largest telecommunication industries in Bangladesh. Grameenphone provide one of the best services to their customer and also to their employee that is conducted by HR Division. By working in HR Division the knowledge was learnt would be helpful enough to sustain with the real world situation.

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