

Internship Report



UNICOM

UNICOM

On



The Practice of Human Resource
Management in
UNICOM Media Ltd.

Internship Report

On

UNICOM Media Ltd.



Submitted To

Md. Rezaur Razzak
Senior Lecturer
BRAC Business School
BRAC University

Submitted By

Gazi Ranerbi Netol
Id: 09304057
BRAC Business School
BRAC University

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LETTER OF TRANSMITTAL

19th March, 2014

To

Md. Rezaur Razzak

Senior Lecturer

BRAC Business School

BRAC University

66 Mohakhali, Dhaka.

Subject: **Internship report on “The practice of HRM in UNICOM Media Ltd.”**

Dear Sir,

With due respect and immense gratification, I am submitting my internship report on “The Practices of Human Resource Management in UNICOM Media Ltd.” that you have assigned me as an essential requirement of the Internship program. It is really an enormous prospect for me to gather together vast information and grasp the subject matter in an appropriate way. I have found the study is quite attention-grabbing, beneficial & insightful.

I tried my level best to prepare an effective & creditable report. The report will provide clear concept about the overall functions of HR practiced in UNICOM Media Ltd. I welcome your query & criticism on the report, as it will give me the opportunity to learn more and enrich my knowledge. I hope you will consider the mistakes that may take place in the report in the spite of my best.

Sincerely,

Gazi Ranerbi Netol

ACKNOWLEDGEMENT

I would like to take this opportunity to convey my heartfelt appreciation to those, whose blessing and cooperation was important to bring this report in light. I want to show my gratitude to:

Almighty Allah, the merciful, who made each attempt successful.

Md. Rezaur Razzak, my Faculty Supervisor, for his constant and spontaneous support, efficient care and constructive recommendations and suggestions regarding this report, which provided me the opportunity to prepare the internship report on the topic “Practice of HRM in UNICOM Media Ltd.”. He advised me and guided me in my work and was always very helpful and kind. I shall remain ever grateful to him for his kind gesture and cordial guidance in completing the report.

Mr. Numayer Mahbub, CEO of UNICOM Media Ltd. and my Job Supervisor. I would like to show my heart wrenched sincere to him for giving me the opportunity to follow my internship at his company. He had the kindness to accept me in his company and guide me through my internship with advice, feedback and tips despite his busy schedule.

Also I appreciated all the **Interns** I worked with and spent good moments with during my internship, who made me feel very comfortable from the very beginning till the end. In these three months I have lot of warm memories to cherish forever. They have helped to learn work through fun. UNICOM’s work environment is a sure thing I will miss a lot in days to come.

Last, but not least, I would also like to thank the **Career Service Office (CSO)** of BRAC University for furnishing me with the updated news and support to finish my internship program.

EXECUTIVE SUMMARY

This report contains the summary of Human Resource practices followed by an Advertising Agency and how its importance to improve their manpower. The analysis is based on my journey as an Intern of Human Resource and Events-Activations department in UNICOM Media Ltd.

Human resources are the most important resource of every organization to gain a sustainable competitive advantage over competitors. To manage these human resource there are several practices that are used globally by different organizations to create a competent workforce. These HR Practices are a set of principles that is used as a potential contributor to find suitable personnel for and improve their commitment, productivity and loyalty toward the company.

Our bookish knowledge tells us that, in theory there are practices like HRP, Recruitment & Selection, Compensation & Benefit, Training & Development, and Performance Management, sums up as HR Practices. There are sets of different versions and uses of these theories. But my experience tells me, not many organizations follow those bookish theories. They tend to modify them, update them and even just drop them when necessary.

In my report, I modestly tried to uphold all the HR activities and theories conducted and followed by UNICOM, find the flaws which are drawing them back and make some recommendation which may better their situation.

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CHAPTER – 01

THE ORGANIZATION



1.1 BRIEF HISTORY

While the Advertising and Out-door-media marketing industry of Bangladesh is dominated by the International Agencies and the Affiliated Agencies, UNICOM Media Ltd. has definitely added a brand new fresh outlook to it. By serving more than 70 brands, UNICOM has become one prominent name while it comes to branding and advertising.

UNICOM Media Ltd, brainchild of Md. Numayer Mahbub, has come into existence in the year 2004 with a spirit of being “**The New Solution**”, with a aim to take outdoor advertising to a whole new height. And in April of 2006, it got its Certificate of Incorporation and became an official legal Limited Company.

UNICOM Media Ltd. is one of the major business entities that runs its business based upon outdoor media advertisement endorsements like billboards, banners, flyers, tri-visions, LED screen ads and many others, with a view to expand and grow as an immense figure in outdoor marketing arena and ultimately become the leader in this sector of advertising industry. Apart from the main advertising function of business, UNICOM also works for and organizes many Events & Activations and Photo-Shoots for its clients.

Today, starting its journey since 2004, UNICOM has emerged as one of the reliable B2B business service providers for companies that are looking to advertise themselves in exclusive areas like Airports and on Flyovers.

1.2 COMPANY OVERVIEW

1.2.1 Organization Details:


Company Name	UNICOM Media Ltd.
Trade Name	UNICOM
Logo	
Website	www.UNICOM.com.bd
Location	High Tower, 9 Mohakhali C/A, Level 5, Dhaka – 1212, Bangladesh
Founder	Mr. NumayerMahbub, CEO
Achievements & Awards	Winner - 21st World Brand Congress Global Awards for Brand Excellence in Brand Leadership 2012

Figure 01: Organizational Details

1.2.2 Mission Statement:

To become the most diversified media company thru innovative designs, concepts and create markets that are as attractive as it is functional by being present in every principal segments of the outdoor advertising market.

1.2.3 Vision Statement:

To acquire all the billboards along the new flyovers of Dhaka city, to serve big events like Cricket World Cup opening ceremony, and to build a data set of all the billboards in Bangladesh.

1.2.4 Strategic Objectives:

- ❖ UNICOM will try to change the face of Out-Of-Home Media in uncharted territories thru unparalleled service quality and reliability and hence-forth expand UNICOM Media Ltd's activities in areas where improvement of the quality of life of city dwellers essential for development and growth of a better community in strategic alliance with local government authorities and organization to tap the rapidly growing emerging markets.
- ❖ Innovation must be at the heart of every project, so that UNICOM Media Ltd can become a key partner in the development of the cities of the future.
- ❖ Harness the energy of our promoters by sharing knowledge and ideas so that UNICOM Media Ltd. can become a market leader in outdoor advertising of the 21st century.

1.2.5 Strategic Goals

- ❖ Expand the footprints in segments where UNICOM is already involved
- ❖ Innovate, explore, and offer new areas of advertising to advertisers with an opportunity to generate the highest Return on Investment (ROI) on their advertisement spending
- ❖ Offer the highest accepted world class standards of quality in execution of advertisement displays
- ❖ Harness the knowledge of the workforce by sharing thoughts, insights, and statistics to advertisers to remain the number one advertising company in Bangladesh
- ❖ Respecting each other

1.2.6 Values of the Company

UNICOM's extensive knowledge of the consumer market, demographics, and concentration areas make UNICOM's strategically selected branding sites an ideal place for advertisers.

❖ **Highlights:**

- Location and coverage
- Every single advertising panel is strategically selected based on demographics, consumer concentration, traffic movement, and maximum return on money spend
- Unrivalled presence in prime centralized location
- High reach and mileage

❖ **Quality:**

- Attention to detail from erection to execution
- 24/7 maintenance and monitoring

❖ **Visibility:**

- 24/7 fully illuminated network
- High-impact glossy and clear visibility

❖ **Direct:**

- Specific target audience
- Close to Point Of Sale (POS)

❖ **Opportunity:**

- Yearly renewal options
- Long-term strategic positioning and partnership

❖ **Creativity:**



- Innovative media projects
- Unconventional prospects

❖ **Impact:**

- On the face advertising
- Extended media coverage



UNICOM thrives to join hands with local authorities and concerned institutions to produce and create projects that continuously –

- Add Values
- Add Quality
- Fulfills the basic needs in people's daily activities
- Continuously targets unexplored and uncharted territories

Everyday UNICOM must be one step closer to a city vibrant and vivid with essentials that adds value to people's well-being

1.3.1 Company Portfolio

UNICOM's network of media options include

❖ UNICOM OOH Covers

- Airports
- Shopping Mall
- Tri-visions
- High-Rise Building Glass Branding
- Largest-Format Outdoor Billboards
- Street-Lamp Banners

❖ UNICOM Threecixtey Covers

- Event Management and Activations
- Private-Label Events
- Exclusive Product Launches
- Ceremonies to Campaigns

- Corporate Awards and Events
- On-the-Ground Activation
- Consumer Engagement
- Web designs
 - ✓ Search Engine Optimization
 - ✓ Email Marketing
 - ✓ Social Media Marketing

❖ **Integrated Media Monitoring and Research Metrics (IMMRM) Covers**

- Media Asset Monitoring
- Digital Technology in Media Monitoring
- Social Media Monitoring
- Appropriate Monitoring Analytics
- Measurement of Effectiveness of Outdoor Advertising

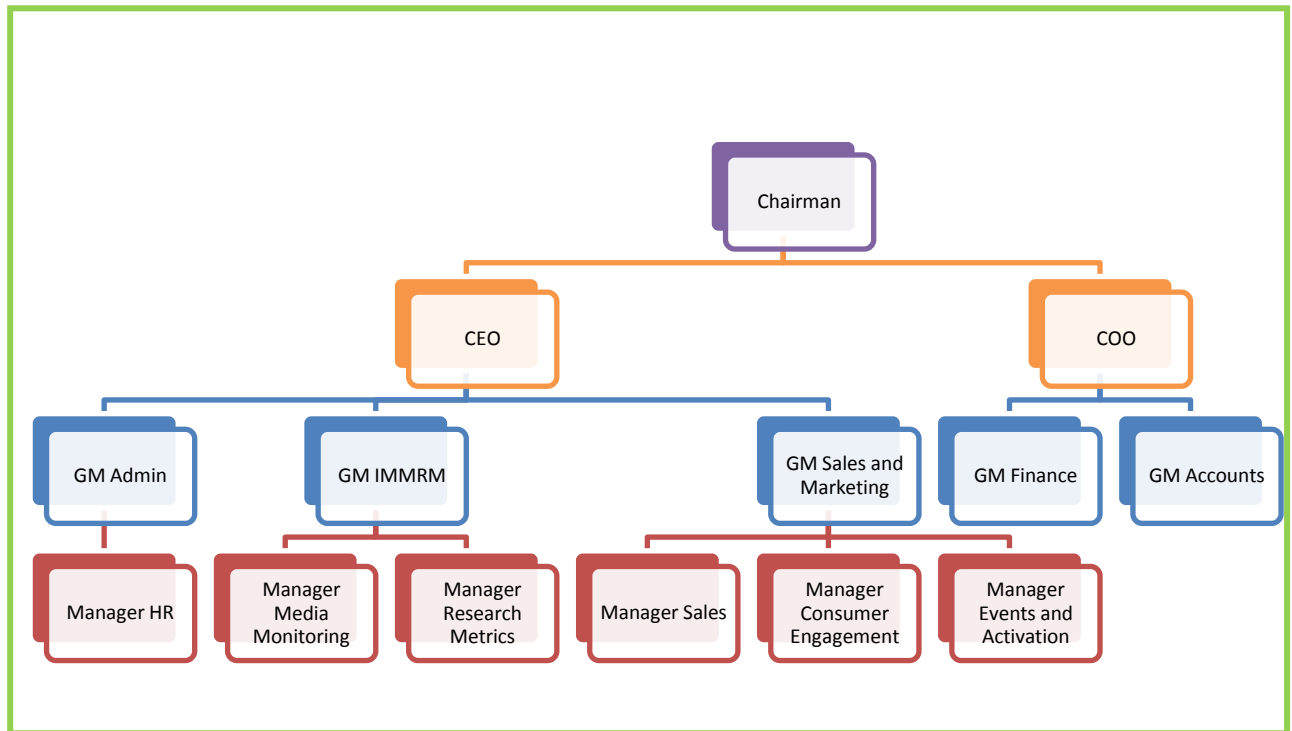
1.3.2 Existing Projects

- ❖ Modernization of all conveyer belts and pillars at Hazrat Shah Jalal International Airport (Dhaka)
- ❖ Immigration desk renovation and branding
- ❖ Ten tri-vision and scrolling billboards
- ❖ Branding of pillars at the arrival lounge of Hazrat Shah Jalal International Airport (Dhaka)
- ❖ Modernization and installation of 42 inch high definition large screen plasma television at VVIP and VIP lounges
- ❖ State-of-the-art LED outdoor television project for digital advertising

- ❖ See through mesh branding of glass behind the passenger service desk at the arrival lounge of Hazrat Shah Jalal International Airport (Dhaka)
- ❖ Welcome board both at Hazrat Shah Jalal International Airport (Dhaka), and Shah Amanat International Airport (Chittagong)
- ❖ Free internet kiosks at Shah Amanat International Airport (Chittagong)
- ❖ Branding of the immigration desks at Shah Amanat International Airport (Chittagong)
- ❖ Branding of all the pillars at Shah Amanat International Airport (Chittagong)
- ❖ Beautification and modernization of the airports



1.4 ORGANOGRAM



threecixty **Figure 02: Organogram**

UNICOM

Description of Various Functional Bodies

CEO:

The role of this position is to provide top-level leadership of a business or nonprofit entity. The duties of the CEO are detailed in the corporate bylaws. In most organizations, the chief executive officer reviews all financials of the company, examines the public image of the organization, and creates plans and programs to improve the organization in every way. The CEO also oversees compliance with state and federal laws, ethical business practices, and adherence to the organization mission statement. A chief executive officer of a small, closely held organization may achieve the position by way of ownership or internal company experience. However, a CEO of a large entity should have a Master of Business Administration or other related financial or economic degree. Specific educational background related to the focus of the business is also beneficial.

COO:

The Chief Operating Officer - COO's job is to know everything about the financial side of the business. She should monitor income and expenditures closely, studying the reports produced by the accounting department -- which is overseen by the controller. The COO uses this knowledge to engage in strategic planning. She also engages in risk management, considering the potential costs associated with financial options. When mergers or acquisitions occur, the CFO oversees these, advising the rest of the business leadership team as to whether the merger or acquisition will be economically advantageous. The COO is a member of the executive management team and works closely with the CEO and other top tier company leaders.

GM Admin:

A key member the company hierarchy, a general manager can be responsible for overseeing the entirety of an organization's operations or may be in charge of a certain department or set of departments. The former is very common in the hospitality and service industry as well as in smaller businesses, though GMs are found in all industries across the board. These

individuals must ensure that company goals are met in a timely fashion by efficiently and effectively managing personnel and resources. The post requires its incumbent to have excellent multi-tasking, organizational, interpersonal and leadership skills, as well as a thorough knowledge of the industry and related finances. Specific day-to-day tasks depend on the exact post and industry, as do qualifications, however nearly all GM positions will require at least a BA/BS and in many cases and MBA may be necessary, though experience is the most important asset.

Manager – Events & Activation:

The event manager is the person who plans and executes the event. Event managers and their teams are often behind-the-scenes running the event. Event managers may also be involved in more than just the planning and execution of the event, but also brand building, marketing, and communication strategy. The event manager is experts at the creative, technical, and logistical elements that help an event succeed. This includes event design, audio-visual production, scriptwriting, logistics, budgeting, negotiation and, of course, client service. It is a multi-dimensional profession.

Manager – HR:

Human resource managers have strategic and functional responsibilities for all of the HR disciplines. A human resource manager has the expertise of an HR generalist combined with general business and management skills. In large organizations, a human resource manager reports to the human resource director or a C-level human resource executive. In smaller companies, some HR managers perform all of the department's functions or work with an HR assistant or generalist that handles administrative matters. Regardless of the size of department or the company, a human resource manager should have the skills to perform every HR function, if necessary.

General Manager – Finance:

The roles of financial managers vary significantly. The generic nature of the job title can be misleading as the level and scope of the responsibilities involved in any role can differ enormously. In larger companies for instance, the role is more concerned with strategic

analysis, while in smaller organizations, a financial manager may be responsible for the collection and preparation of accounts.

Manager – Media Monitoring:

Media Managers manage the daily and long-term operational goals of the media company. On a day-to-day basis, media managers manage media monitoring staff, work schedules and delegating tasks. When it comes to long-term management, they establish departmental policies, yearly objectives, areas of opportunity and goals related to sales and budgeting. On an ongoing basis, they must also confer with board members, determine the growth and strategy of the media company and its branches, and respond to changes in staff, including hiring, firing and promotions.

Manager - Sales:

Sales manager's responsibilities involve achieving the company's goals and to develop the people reporting to them. They usually operate without a sales management process. The sales manager has to learn how to put in place a sales management process where the activities and responsibilities of the sales force will be defined.

Manager – Consumer Engagement:

Main responsibilities of a consumer engagement manager include managing the relationship with the client throughout the project duration and acting as the main point of contact between client and vendor organization. In addition to that, ensuring the services delivered by the vendor are conform to what has been contractually agreed between client and vendor and monitoring the delivery of said services against agreed schedule, quality, scope and budget. A consumer manager also has to manage vendor resource planning and address resources performance issues. Managing the financial aspects of the contract (billing for services, following-up on payments etc.) and acting as the escalation point when issues arise with vendor's resources / services and managing any dispute or conflict are important tasks of this manager. He/she has to report internally within vendor organization on project performance (services delivery, progress, economics, etc.).

Manager – Research:

The Market Research Manager is responsible for selecting the appropriate research methodology and supporting techniques to meet a defined business objective. Depending upon the selected methods, the Research Manager develops or assists in the development of the research instrument. The Research Manager works closely with vendors or Market Research Project Directors ensuring the successful execution of the fieldwork. Upon completion, the Market Research Manager reviews the collected data, author reports and makes business-oriented recommendations to the sponsoring client.



1.6.1 Company's Current State of Operations

UNICOM has been the forefront of outdoor media concentrated business activities since 2006 and now they are really dominating this sector of advertising mediums. Popular business entities are relying on them to have exclusive placement of their billboards in order to get maximum attention from the prospective viewers in exchange of a premium price of course. Largely UNICOM has been working to rent their authorized AIRPORT based locations – Hazrat Shajalal Airport Dhaka and Shah Amanat Airport Chittagong are fully owned by UNICOM, which makes it easier for them to deal with clients who eagerly want those places to be their prime choices. Besides, UNICOM also mastered themselves as first Integrated Media Monitoring Service providers to the billboard owned companies like Grameenphone, Bkash, City Bank etc. UNICOM uses GPS system to capture and track the locations of all the billboards that are concern of its owners, and letting them know at what condition those are in at any specific moment of time.

Apart from billboard advertising and monitoring, UNICOM also arranges corporate events and activation programs, for example, ROBI's country wide promotional arrangement was maintained by UNICOM. It covered all the districts and tried to ensure it reaches each corner to have maximum exposure. Apart from arranging events for corporate clients, UNICOM also focuses on private label brands like small boutique houses to have their promotional campaigns with them.

1.6.2 Future Prospect of the Company

UNICOM is currently looking to expand its activities by utilizing every possible way of communication to be used for their clients. Some of the future objectives of UNICOM are listed below:

- ❖ **Focusing On Digital Side Of Marketing:** Expanding through email marketing service and introduce UNCIOM as an online customer relationship management and email marketing solution firm

- ❖ **Consumer Engagement Through PR Activities:** UNICOM will try to maximize consumer engagement prospects by arranging consumer related programs which promotes more direct response from customers and engages them for more client based applications and promotions.



1.7 CLIENTS OF UNICOM MEDIA LTD.

UNICOM Media Ltd. has been working with and providing its services to over 60 organizations with marketing solutions. Their lion-share of profit comes from Billboard rents. Mohakhali Fly Over, Hazarat Shah Jalal Int. Airport, Shah Amanat Int. Airport, Golf Clubs and Army Cantonment areas fall under monopoly business zones for Billboard marketing of UNICOM Media Ltd.

They have over 100 billboards in Dhaka city and over 500 billboards outside Dhaka. Some of their major clients are:

- Grameenphone
- Banglalink
- Robi
- City Bank
- UCB
- Standard Chartered Bank
- Vasavi
- Bangle lion



UNICOM uses its client list in the given way:



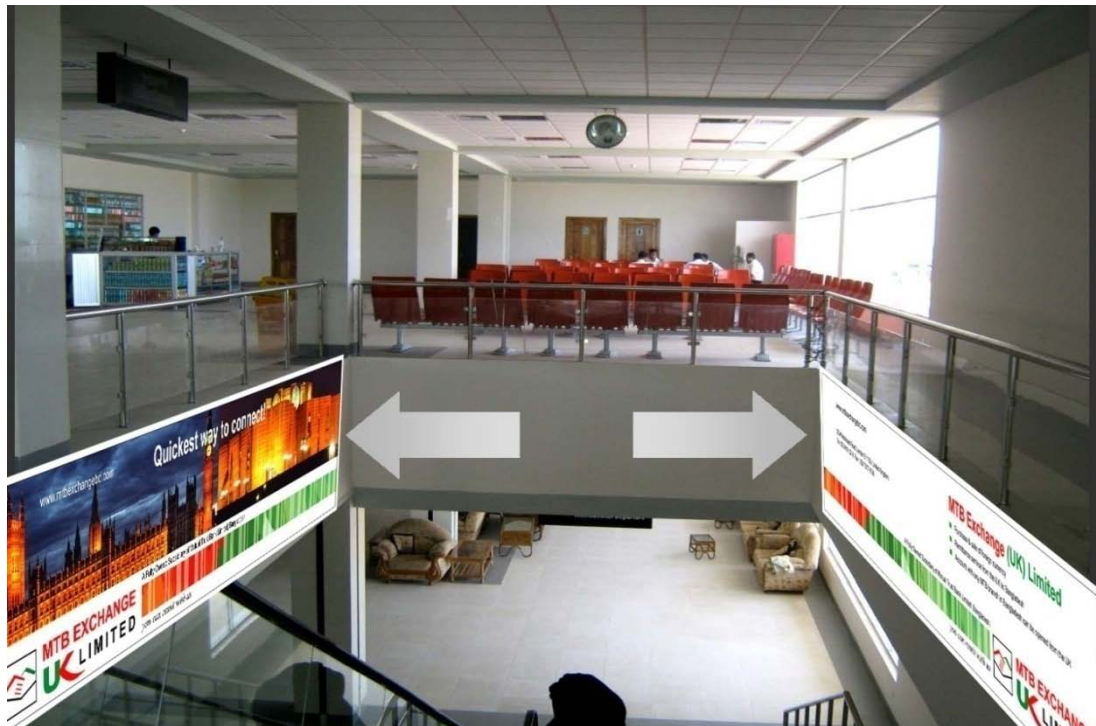
Figure 03: Client List

1.8 SOME WORKS OF UNICOM MEDIA LTD.



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CHAPTER – 02

INTERNSHIP

RESPONSIBILITIES



2.1 JOB RESPONSIBILITIES AS HR INTERN

I was given the opportunity to continue my Internship in UNICOM Media Ltd for three months, from September 15th to December 15th, as a part of my academic program. According to my major in Human Resources they hired me as an HR Intern and as per my interest in Events Management and Marketing; I was also assigned to work for the Events-Activations & Sales department.

As a HR Intern, I was assigned to do the following tasks:

➤ **Collecting CVs:** I was made in charge of collecting CVs for media monitoring groups, for both Dhaka and outside Dhaka. And to do so, I was responsible to post ads in BDjobs.com and the company's website.

➤ **Arranging Interview Date and Meeting:** It was my duty to arrange and set interview date, time and inform the interviewer about that information. For this I had to consult with the person who would conduct the interview, take his/her schedule and match that with the date and time. It was also my job to keep track of the CVs, calls, meeting times and all other details about the candidates and provide that information to the interviewer.

➤ **Calling for Interview:** After screening the CVs I had to separate the CVs according to the candidate's location and call them for the interview and inform them about the interview date, time & venue. And if there were any changes, or if the candidate was unable to come on the given time, then rescheduling and arranging alternative steps was also my duty.

➤ **Maintaining Attendance:** My duty was to check the attendance registry once a week and consult about it with the Manager. From the nature of the business, UNICOM Media Ltd. does not need a huge no. of manpower. There are only 67 people working in the office grounds. That's why it was not necessary to install any automated attendance counting system, the traditional registry system works for it very well. And it was my duty to check whether all the entries are within 10.00am or not. I had to sit with the Manager about it at

least once a week to tell him about the late comers and who have been consistent in their timeliness.

➤ **Managing Leaves:** As a HR Intern managing leaves were my duty. The leave is usually updated in the end of the month. My task was to collect employee's leave forms and verify it with the attendance registry. The purpose of it was to check if the HR personnel have missed any leave forms to collect from employees. UNICOM provides employees with Earned leave, Sick leave, Maternity leave, Paternity leave, Casual leave etc. It was my job to make detailed notes about what kind of leave it was and for how many days and check how many yearly leave the employee has left. Then provide all those detailed information to the HR personnel for further activities.

➤ **Managing Media-Monitoring Group:** As UNICOM's main business is letting their clients rent billboards for ad and the locations are spread all around Bangladesh, so in every 3 months they had to send a group of people to monitor the state of the billboards, take picture of it and upload it on the website, so that both the client and Manager can see the location and current state of the billboard.

To find the exact location of the billboard, to take the picture and upload it on the website, UNICOM had to provide them very expensive high-tech cell phones. And for outside Dhaka, UNICOM was to pay for the whole stay.

It was my jobs to see whether the team was able to reach the exact location, take the pictures and upload it, and then check the quality of the picture. Then contact them on a daily basis to check their progress and whether or not they are trying to complete the task within the company's given days, if there were any problem with delayed upload or stay, then figure out a way, because their delayed stays were also being paid by the company. And when they return, they had to report to me and it was my job to check and collect all the given items to complete the survey.

➤ **Creating Employee Profile:** As UNICOM Media Ltd is a new company and still in between the primary and growth stage, so they don't have an automated system for employee information like HRIS, HRMS etc. But they intend to go for it at some point.

UNICOM keeps all the employee information manually. But they are trying to create a database of it. As HR Intern, my job was to collect a copy of updated Resume, two passport size pictures, certificates of their education qualifications, credit information, employment contract, all sort of contact information, emergency contact etc. of each of the employees. Then create separate files for each employee manually and scan all those papers to create a database system.

➤ **Take Aptitude Tests Of All Interns:** Within the three months of my Internship, I was also assigned to take an aptitude test of all the Interns. It was a task assigned by the Manager. He gave me a questionnaire which he collected from internet and I had to give the test to my fellow interns and take it myself, and grade it. The reason of the test was to test each intern's ability to perform, learn and to examine a certain side of their characteristic.

➤ **Prepare KPI & KRA Evaluations For Other Interns:** My responsibility was to prepare KPI (Key Performance Indicator) and KRA (Key Result Area) according to the company's policy. First I observed the current pattern that the company uses to prepare the KPI and KRA for their employees and afterward I prepare KPI and KRA for the intern in every department separately. The KPI contains information about the performance that is required from the employees or the performance standard set by the company which the employees have to achieve, KRA contains information about the area of working on the basis of what the employees will be evaluated.

➤ **Performance Appraisal:** In UNICOM Media Ltd performance appraisal is conducted at the end of a fiscal year. But during my internship I was taught how the organization carries out the performance appraisal. As the company is a small company with two other sub-companies under it, IMMRM, threecixtey, ASL and OOH, the heads of each of the company had to carry out the performance appraisal of the employees of that part of the company. For example, CEO of UNICOM Media Ltd was responsible for the employees of UNICOM and threecixtey, the COO had to conduct the performance appraisal of OOH and the MD had to conduct the process of ASL.

UNICOM follows 360 appraisal processes. Firstly appraisal forms were provided to each of the employees. They had to evaluate their co-workers, and the heads of the companies had to

evaluate all the employees. The appraisal forms had factors based on which the person was being evaluated and there is a scale of 1 to 5, 5 being excellent and 1 being poor, on which the factor was evaluated. After rating each factor, the values had to be summed up. They have a standard of the evaluation. After rating each employee, the scores were compared with the standards. And it would certify each employee's performance that year.

Promotion and increments are related to the performance of the employees.



2.2 OTHER RESPONSIBILITIES

Apart from responsibilities regarding Human Resource jobs, I also worked with the General Manager, Consumer Engagement and General Manager, Sales. I had to assist them in following tasks:

➤ **The KGC Project:** UNICOM was given the opportunity to organize the inauguration program of Kurmitola Golf Club (KGC). It was inaugurated by the Prime Minister. My task was to accompany the GM, Consumer Engagement in every meeting with the CEO of KGC, take details note about their requirement, show them samples of previous events organized by UNICOM, give presentation, work with the creative team on the designs, coordinate with the suppliers of balloons, flowers and cardboards. And finally be there to monitor the work in progress and attend the ceremony.

➤ **Create Client Database:** I had to assist the GM, Sales in creating a client database both manually and automated. My task was to get all the information, visiting cards of all the clients and potential clients of the company and comprise the contacts of same company under the company's heading and then create an Access file of each of the contacts.

➤ **Contract Renewals:** As assigned by the GM, Sales, my duty was to compile all the information available on all the current projects of UNICOM, no. of billboards being rented, no. of billboards available for rent. And again compiling all the contracts of these projects, finding which are almost at the end of the contract, which needs to be sent for renewal, which companies are delaying their payments etc. My task was to identify all those information and compile it and then create scan them and create an Access file of all those information.

HR PRACTICES AT UNICOM



3.1 INTRODUCTION OF STUDY

Human resources of a company is said to be one of the most important capital that plays an important role in the operation of an organization. Companies are now trying to add value with their human resources and Human Resource Department has been set up in order to manage their human capital. The process of managing the human capital is called Human Resource Management (HRM).

Managing human resources has become critical to the success at all companies, large and small, regardless of industry. Effective human resource management can be the main factor for the success of a firm. Today most of the companies believed that without efficient HRM program and activities companies would not achieved and sustained effectively. There are several basic principles that are accepted as HRM practices for any organization which include different activities of Human Resource Planning, Recruitment, Selection, Training & Development, Compensation & Benefits, Performance Appraisal etc. It is expected that if any organization could adopt all those principles in their organization and practices these in their workplace then the employee's will perceive the work environment as an ideal one to produce the best outcome. Different studies have found that, having a HR Department or at least having some personnel working to conduct those HR practices, may lead to improvements in worker or organizational performance.

UNICOM Media Ltd. is one of the major business entities that runs its business based upon outdoor media advertisement endorsements like billboards, banners, flyers, tri-visions, LED screen ads and many others, with a view to expand and grow as an immense figure in outdoor marketing arena and ultimately become the leader in this sector of advertising industry. Staring its journey since 2004, UNICOM has emerged as one of the reliable B2B business service providers for companies that are looking to advertise themselves in exclusive areas like Airports and on Flyovers. The main aim of the report is to identify whether this company actually have proper HR practices in their company and if applies then up to which extent these principles are followed and if no, then what steps should they take.

3.2 RATIONALE OF THE STUDY

The proper use and practice of Human Resource Management are found to be effective to create a healthy work environment inside a company. Having a HR Department or at least one personnel, who can ensure the HR activities; can create an environment that is neural, biasfree, friendly, healthy and productive. The companies who have adopted these principles recorded more healthy work environment than the company who does not have proper HR practices.

The idea of having HRM or investing in human capital is new in Bangladesh. The field of HRM is still a growing sector in Bangladesh work market. Most of the companies do not even have HR. Some of the organizations may just have a recruitment-selection process and a salary payment system, but still far away from the idea of employee retention, satisfaction, fair judgment, scope for better future and it can only be ensured by the practice of Human Resource Management system.

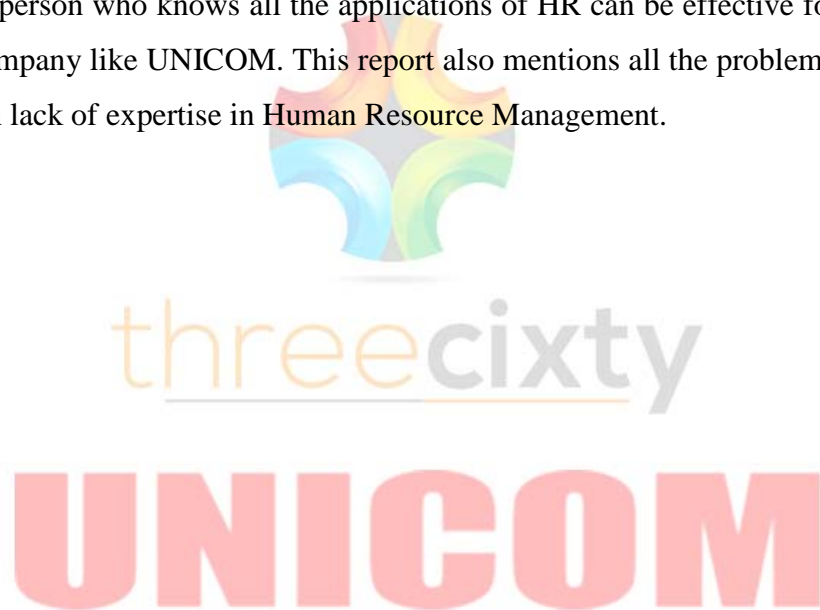
UNICOM as one of the major media advertising company should have a well established HR team in order to get a friendlier and healthy work environment for their employees. Rationale of the report is to identify the application area of the practices of HR in UNICOM.

UNICOM

3.3 SIGNIFICANCE OF THE STUDY

The study on the practices of HRM in UNICOM Media Ltd is significant because as one of the leading media advertising company UNICOM needs to develop and maintain a workforce for them who will help them to compete in this competitive environment in order to gain competitive advantage in this industry. HR is an asset through which an organization can achieve a top level position in the industry. To nourish the HR, the company needs to create an environment that let the employees flourish their talent and creativeness.

This study can be used to identify the role of HRM in an organization. The study reveals that even hiring a person who knows all the applications of HR can be effective for a modern and digitalized company like UNICOM. This report also mentions all the problems UNICOM has been facing in lack of expertise in Human Resource Management.



3.4 OBJECTIVE OF THE STUDY

The core objective of this report is to illustrate the current HRM practices at UNICOM Media Ltd and suggest a how they can better their HRM to take the company at a new level.

But some other concentration of the report is:

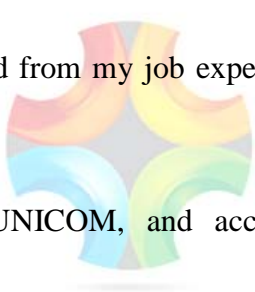
- ❖ Defining the Practices of HRM
- ❖ Identifying the importance of the practices of HRM for an organization.
- ❖ Identifying the HR practices at an advertising agency of Bangladesh.
- ❖ Analyzing the employee's perception about the practices to create an ideal work environment.
- ❖ Identify the most important principles to satisfy the employee's of an organization among those principles.
- ❖ Identify best ways to implement these practices in a UNICOM Media Ltd.

Through my journey to UNICOM, I looked forward to explore the perception of the employees towards HRM policies and practice of HRM at UNICOM. The report has been prepared based on both primary and secondary data.

For my report to find out whether UNICOM have HR practices and if yes, to what extent, I needed to collect some information to justify my report. I collected all the information from two sources:

3.5.1. Primary Source of Data

Primary data is basically collected from my job experience and interviewing the employees of UNICOM and following:

- 
- ❖ Practically working in UNICOM, and accessing and observing their working environment.
 - ❖ Face to Face conversation and interviewing the employees of UNICOM.
 - ❖ Sharing practical knowledge and experience of officials.

3.5.2. Secondary Source of Data

The secondary data has been collected from the website of UNICOM. To clarify different conceptual matters, internet and different articles published in the journals & magazines have been used. I also collected information from:

- ❖ UNICOM's history book, related files, books, brochures provided by the company
- ❖ UNICOM's employee code of conduct
- ❖ Employee records and files
- ❖ Compensation policy of UNICOM
- ❖ Relevant books, Research papers, Newspapers and Journals relating human resources

3.6 LIMITATION OF THE STUDY

From the intention to make the report appropriate I have given my best effort. However, many problems appeared in the way of conducting the study. The study considers following limitations:

- ❖ **Sensitivity of data:** The major limitation I faced in preparing this report was the sensitivity of the data. As it is a highly competitive market, if the margin information is released to other competitors, it may have a negative impact on their business. Resultantly management employees are not reluctant to give details information about their company.
- ❖ **Confidentiality:** Confidentiality of data was another important barrier that was confronted during the conduct of this study. Every organization has their own secrecy that is not revealed to others. While collecting information on HRD of UNICOM, personnel did not disclose all the information for the sake of confidentiality of the organization.
- ❖ **Unavailability of all the employees of UNICOM:** UNICOM has some part timer or contractual employees for doing the outdoor works of the company. They do not come or report to the office directly. Those employees have not been interviewed in this study.
- ❖ **Political Situation:** The political situation of the country was not in favor during my internship period. I could not conduct my activities as an intern for political unrest. I could not collect all the necessary information and could not observe the organization's working environment firmly due to political interruptions.
- ❖ **Sampling Biasness:** In UNICOM, the numbers of employees in top level are very few compare to the number of employee in mid level and lower level. Different leveled employee may have different perception about the company. So there is a biasness of the employees of mid level and lower level in the research result.

- ❖ **Small Sample Size:** As the employee number is very few in UNICOM the sample size become really small for conducting a proper research work.
- ❖ **Sensitivity of Data:** As my questionnaire includes some sensitive question about the management of the company the employees were not much reluctant to answer all the questions freely.



3.7 CORPORATE PHILOSOPHY OF HR

Human resources are the most important assets of an organization because without them the business functions such as recruitment, selection, retention, communicating through all stakeholders, and dealing with customers could not be completed. Over the years, researchers have suggested about the practice of HRM i.e. employee selection based on fit with the company's culture, emphasis on behavior, attitude, and necessary technical skills required by the job, compensation contingent on performance, and employee empowerment to foster team work, among others have the potential to improve and sustain organizational performance. Effective human resource practices relate to company performance by contributing to employee and customer satisfaction, innovation, productivity, and development of a favorable reputation of the firm in the industry. To be a competent company HR department's competency is a must.

UNICOM has always tried to develop long-term beneficial relationship with clients to maintain its leading position in the market of digital advertising in Bangladesh. To achieve this end, they have always upgraded their approaches to achieve top-level performance. There are numerous human resource management principles that the company uses to rectify and streamline the HR activities of the organization.

UNICOM Media Limited's Human Resource Department is a small department which's responsibility is to conduct different HR functions for the company. As the total number of employees of UNICOM is not so large the HR department is also small in size. The HR department consists of three persons, the HR Manager and two HR interns.

As an Intern I got the opportunity to work as a part of the HR team at UNICOM. And from practical experience of three months of internship there, I noticed some patterns, some philosophies that UNICOM follows. With the help of the HR Manager and my fellow HR intern, I was able to identify those philosophies. Such as:

- ❖ **Ensure that all employees will be treated equally and given every possible opportunity to enhance one's career, give positive feedback to the management and have the same belief and vision in everything the company does:**

- Employees will be treated fairly and with respect.

- Employees will be offered competitive wages and benefits, good working conditions and reward for success.
- Workplace diversity will be supported as a corporate priority.
- Communication with employees will be clear, direct and timely.
- Teamwork and collaboration, learning and personal growth will be encouraged.
- Promotion, originality & innovation from within will be practices whenever possible and most rewarded.

❖ **Maintain and enforce high standards ethical conduct**

- Relationships will be based on honesty, trust, fairness and respect.
- Operations will be conducted in accordance with legal and regulatory requirement and in an environmentally responsible manner.
- Community needs will be met proactively and responsibly.
- We shall continue to create a climate throughout the organization which causes this philosophy to become a way of life.

❖ **Value employees with following inspirations**

- Individual recognition for contributions to company objectives
- Equal opportunity based on individual job performance
- Direct two way communication to endure equitable and consistent treatment for all and to allow every employee an opportunity to participate
- Progressive, competitive pay and benefit programs
- Respecting each others

- A manager team that is responsive to employee concern and problems for all of our valued employees

❖ **Create a sense of commitment toward the employees, at the same time create a disciplinary work environment with the following ideas**

❖ **Equal Opportunity Employment:** UNICOM media Limited is an equal opportunity employer. Employment here is based solely upon one's individual merit and qualification directly related to professional competence. They don't discriminate on the basis of color, religion, national origin, ancestry, pregnancy status, sex, age, marital status, disability, medical condition or sexual orientation or any other basis protected by law.

❖ **Harassment and Discrimination:** UNICOM media Limited is committed to maintaining a workplace environment free from discrimination and harassment. In keeping with the policy UNICOM strictly prohibits unlawful discrimination or harassment of any kind including discrimination or harassment on the basis of color, religion, national origin, ancestry, pregnancy status, sex, age, marital status, disability, medical condition or any other characteristics protected by law. Employees who are found to have violated this code are subject to discipline up to and including immediate discharge.

❖ **Drug and Alcohol Use:** UNICOM's position on substance is simple, they consider incompatible with their employees health and safety, not to mention their chances of long term success with this company. Employees who are influenced by alcohol or drugs while on the job can endanger themselves and others and create serious disruption. In cases where an employee's manager has reasonable suspicion to believe that the employee is under the influence of drug or alcohol and such influence may adversely affect the employee's job performance safety or the safety of others in the workplace, the employee's manager may request an alcohol or drug screening for the employees. Employees who violate UNICOM's substance abuse policy will be disciplined including potential termination and in certain situations may be subject to civil or criminal penalties.

❖ **Weapons and Workplace Violence:** UNICOM's commitment to providing all employees with a completely safe work environment extends to any and all forms of weapon and workplace violence. UNICOM will not tolerate any level of violence or the threat of violence. In their workplace, under no circumstances should any employees bring any sort of weapon to work or threaten violence of any kind and violations of this policy will result in appropriate disciplinary action up to and including dismissal.



3.8 MAJOR OBJECTIVES OF HR TEAM

Although UNICOM does not have a huge workforce for its HR activities and functions, still the team responsible for Human Resource Management is quite efficient. The team consists of one HR Manager and two Interns and their major objectives are:

- ❖ **Attracting Talented Candidates:** One of the major responsibilities of UNICOM's HR department is to attract the most talented candidates for the company. UNICOM wants to attract the best talented candidates who will be perfectly matched with the company's requirement. In order to do so UNICOM offers various attractive salary and benefit packages to the potential candidates.
- ❖ **Selection of Candidates:** UNICOM's HR departments another responsibility is to select the candidates through different assessment tests and interviews.
- ❖ **Employee Retention:** UNICOM's one major HR function is to retain competent employees. In this regard various attracting salary and benefit packages are designed by the HR department of UNICOM.
- ❖ **Development of Employees:** UNICOM provide an environment of self learning for the employees. Employees get all the opportunities to develop their present and future career performance from UNICOM's HR department.
- ❖ **Evaluation:** Evaluation of employee's performance at a regular basis and providing reward or punishment to the employees is another major objective of UNICOM's HR department.

These are the major responsibilities of the HR team of UNICOM. Other than these functions the department performs some secondary activities for the company. For example ensuring:

- ❖ **Cultural Adjustment:** UNICOM recruits employees regardless of cultural boundaries. They have employees from inside and outside the country with different

cultural background. UNICOM's HR department has to be very active to make a cultural blend and create a culturally diversified environment inside the company.

- ❖ **Helping people think “Out of the box”:** UNICOM's HR department tries to identify core competency in every employees. They try to explore the employee's best competencies and make them think in a completely different and innovative way.
- ❖ **Identifying future Leaders:** The Company arranges brain games, assessment tests to identify the leader characteristic inside an employee. The employees with this potential are provided with opportunities to prove their leadership talent in the company. Bank's on-line global graduate recruitment site provides an effective method of attracting and recruiting talented graduates.
- ❖ **Create a “Fun in Work” environment inside the company:** The Company's HR department tries to create a home like environment for their employees. They aim to identify fun in work. In order to do that the HR department assign employees with work that is s/he fond of.
- ❖ **Serving Customers:** UNICOM has to serve customers, clients and other stakeholders from different countries. The HR department of UNICOM manages all the arrangements of receiving, hosting and meeting all the responsibilities for those customers on behalf of UNICOM.

3.9 HR PRACTICES OF UNICOM

UNICOM is the leading organization in terms of billboards, banners, flyers, tri-visions, LED screen ads and many others. But from the nature of the company and the type of their business deals, they don't need a large manpower and automatically a small no. of employees require even less no. of people to manage them. So as a result, UNICOM Media Ltd has least no. of people and least amount of investment in their HR Department. But still they had to perform the least no. of HR functions. And for that the HR personnel of UNICOM undergoes the following functions:

- Recruitment & Selection Process
- Training & Development
- Leave Management
- Salary Management
- Promotion
- Transfer
- Performance Appraisal
- Termination
- Re-employment
- Resignation



As practical experience of internship at UNICOM, it was not possible for me to go through or work with all the HR functions. All the works that were supposed to be assigned on the interns were divided between me and the other fellow intern. But together we got the chance to share the ideas and experience with each other to help our individual reports. All the functions are explained in details here.

3.9.1 Recruitment & Selection

UNICOM is committed to have best possible staff and to retain them through continuous development. The organization prefers employees with integrity and merit for who have the potential to enhance and utilizes their skills and knowledge for the company's growth. They do not hire excessive employees for their company. In hiring they believe quality of an employee rather than the quantity of employees. They try to recruit as less as possible employees for their company and that's why the number of employees in UNICOM is fewer. UNICOM fully supports the philosophy of non-discrimination in employment.

There are several steps related to recruitment and selection at UNICOM.

Human Resource Planning

Theoretically we know that HRP or Human Resource Planning is forecasting the no. of demand and supply of employees required and compare them to find the actual no. for the organization. In UNICOM the idea of HRP is almost the same. The aim of the procedure is to support the recruitment and selection of the organization with “right no. people with the right competencies, on the right place, on the right time” who can contribute to the organization's improvement.

Types of Employees

Although UNICOM does not have a huge workforce, but still depending on the nature of the company and its needs of employees, it hires 4 types of employees:

- ❖ **Regular:** Regular employees are the main workforce of UNICOM. They work five days a week from 10.00 am to 6.00 pm. When needed they also require doing overtimes. They are employees who receive the entire compensation package according to company policy including bonus, overtime, increment, paid leaves, insurance etc.
- ❖ **Temporary:** UNICOM hires temporary employees in case any positions are vacant and taking long time to fill it and requires immediate recruitment. These employees

get their compensation according to task functions. They don't get the company's compensation package. Example of UNICOM's temporary employees could be the employees who get hired for the Billboard Monitoring group. They are only called when the client requires monitoring and reporting of their billboards.

- ❖ **Contractual:** Contractual employees are those hired for certain period of time. The Internship Program at UNICOM is an example of contractual recruitment. However depending on the nature of job, the contract time, pay may extend or decline.
- ❖ **Project-based:** Project based employees are hired for certain projects taken. For example, the Events & Activation department hires project-based employees for their event management purpose.

Recruitment & Selection Method

UNICOM recruits the most talented individuals to supplement their internal pool of talent. Their HR department provides guidance on the use of psychometric tests and has robust recruitment criteria to ensure that all candidates are treated fairly, equally, and with respect. The candidates are selected based on the knowledge, skills, pro-activeness, innovativeness and extraordinary competencies of a candidate. UNICOM mainly look for employees with extraordinary fluency over English language, special expertise on electronic media and internet, advertising and media related experience in foreign countries and employees with high performance needs.

UNICOM use indirect method for recruitment. They advertise in different newspapers (especially internet version), different job sites, and online websites and Facebook groups. Candidates have to directly apply online or send CV in UNICOM's website.

The steps in recruitment method go something like this:

Step 1: Requisition

From the nature of the business mostly the Events & Activation and Media Monitoring related works requires immediate recruitment. And again whenever there's a vacancy or case

of resignation or turn over or whether UNICOM wants to undertake Internship Program, only then, depending on that the HR Manager submits application for requisition to the CEO of the company. If he thinks that the requisition and the no. of needed employees are appropriate, only then he approves to go for new recruitment and thus the recruitment and selection process starts.

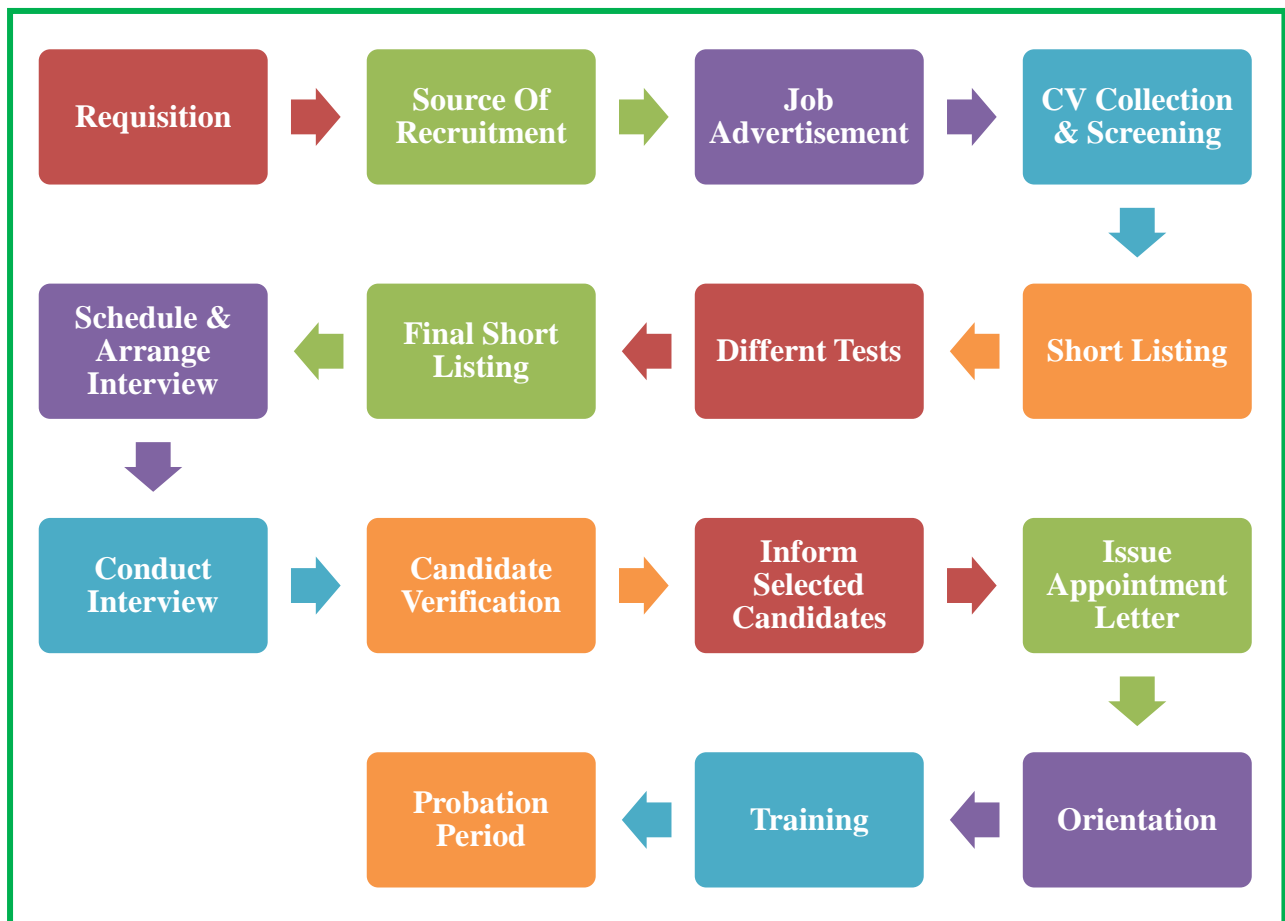


Figure 04: Recruitment & Selection Process

Step 2: Source of Recruitment

The second step is to decide which source to be used to collect CVs. UNICOM uses two types of sources for recruitment.

- ❖ **Internal Source:** UNICOM thinks of their current employees as a major source of recruits internally. Internally employees are able to move between jobs by:

- Transferring in different department
- Transferring in the different SUB
- Promotion
- Recommendation
- Retrained employees

❖ **External Source:** UNICOM believes in innovative inspiration, which is why the HR personnel uses external sources occupy the organization with fresh and vibrant people. They use different medias as external sources, like:

- Pool of CVs from the website
- New / Fresh graduate from famous educational institution
- Interns (In case of Outstanding Performance)
- Internet
- Online Job sites
- Facebook groups

Step 3: Job Advertisement

The third step is to decide on the Job Advertisement details. What kind of language is to be used, what type of message is to be conveyed, which sources to be used etc.

UNICOM mostly gives their advertisement in their website and the job searching sites. But sometimes they also make direct contact with the universities when they need fresh graduates, for example in case of internship program, they directly contacted BRAC University, East West University, UIU, North South University etc. for fresh graduates. And the language of the advertisement is very uniquely done. There is some information about the organization, what type of business they're in, then job description, types of competencies needed etc.

Step 4: Collecting CVs & Screening

The fourth step in the recruitment process is to collect CVs and Screen them. After posting job advertisements, HR personnel start collecting CVs. It's collected from sources like CVs dropped in the application box in the corporate office or online applications are downloaded and printed or from the applicant pool or may be through references.

After the collection is done the CVs are screened according to the competencies for the job, like qualification, age, experience or educational background etc. And after sorting them, they are matched with the criteria of the job. The spare CVs are kept journalized in case of future use.

Step 5: Short List Potential Applicants

After sorting CVs the next step is to short list potential candidates. The short listed candidates are letter given calls or emails for written tests or direct interview depending on the type of the job.

Step 6: Take Different Tests

This sixth step exists depending on the type of the job, if required. After short listing the CVs, the applicants are called and sent mails regarding a test they need to take to qualify for the next level of the process. Tests can be of two types.

One is online, where the HR Manager mails the applicant the questionnaire as Google docs and the candidate has to fill up the form, take screenshot and mail it back. In this process the idea is to see the candidate's familiarity with technological aspects. In this process many applicants got rejected in case they couldn't mail the answer as requested.

Another type is written test which is taken in the corporate office of UNICOM. Both the type of questionnaire has some mathematical questions, some aptitude tests, and some descriptive questions.

Step 07: Final Short List

When candidates are asked for taking the tests, all the candidates are judged based on answers on each category. They have to qualify in each category of the questionnaire. And

cumulatively if they score above the standard marks, only then they pass to the next step. And by screening out the candidates with least scores the final short listing is done.

Step 08: Scheduling and Arranging Interview

After the final short listing, the HR personnel collect all the qualified bio-data and then the arrangement of interview starts. The candidates are called and informed about the interview method, time, date and venue etc. And for these, the HR has to seat with the interviewer, find time in his schedule and according to that the interview time and date is set. And if any candidate has any problem to attend on the given date, HR has to come up with alternative solutions. In UNICOM for the important posts the CEO himself conducts the interview; otherwise the HR or COO undertakes it.

Step 09: The Interview

UNICOM's interview is taken either in group or individually. In both cases candidates are first observed for some whiles through the observation camera attached in the conference room. UNICOM arranges the first formal interview which evaluates competencies, attitude, and commitment and most importantly the job fit of the candidates. On 1st level interview they reduce the applicant size. UNICOM generally follows an unstructured questionnaire for interviews. As UNICOM is B2B company, not that many people outside the business knows about it. So in the start of the interview the interviewer presents a slideshow about the company, its business functions, then he goes with the flow, whatever he requires to ask for selection.

Step 10: Candidate Verification/ Background Check

In this step the interviewed candidates are asked to bring their educational, professional and extracurricular certificates and provide proper references for that. Then the HR will check all the certificates for authentication and check with the references for information about the candidate. And when the final candidate is selected for the job, copies of all those certificates and information are saved as evidence.

Step 11: Inform Selected Candidate

After all the finishing all the tests, interviews and formalities, the final selected candidate for the job is being informed and asked whether s/he is ready to take the job. If yes, then asked to come to the office to collect the appointment letter and deal with other formalities.

Step 12: Issue Appointment Letter

Step 11 & 12 actually takes place simultaneously. When the candidate response is positive to take the job, appointment letter is issued.

They are asked to come to collect the letter along with their certificates, releasing order from previous employer, experience certificates, reference letter national id, bank details, insurance details etc. But this appointment letter works as employment for only the probationary period, for the permanent employees. When the probation period is completed, new contracts are issued for employment.

Step 13: Orientation

This step is taken actually to make the employee feel comfortable at work and make him familiar with other employees and briefly let him know the culture of the organization. In UNICOM, basically the first meeting after getting the appointment letter is considered as the orientation program where the CEO himself does the part.

Step 14: Preliminary Training

It's actually the phase where the new employee is showed the way of his work is done, his responsibilities, his subordinates by his supervisor. This takes around 1 to 3 days, depending on the position.

Step 15: Probation Period

This step only exists for the permanent employees. The probation period could be 3 months to 1 year, depending on the position. When the probation period is completed, if the person meets the eligibility criteria, he gets the designation of permanent employee and a full legal contract is then prepared for further employment capability.

3.9.2 Training & Development

Training refers to the planned effort by a company to facilitate employees learning of job related competencies. Though the company believes their performance will be continued to improve if they develop people but the training and development section of UNICOM is not very structured or widely spread. The company doesn't have any formal training and development planning for their employees. In most of the cases employees learn while working practically or while working with their supervisor. From this point of view UNICOM uses following training programs:

❖ On-the-Job training:

UNICOM's employee training is mostly done on the job and in an informal way. Employees aren't sent for getting formal on the job training. Generally new employees are assigned with their supervisor or his/ her associate department's senior employees to learn work practically. This is an ongoing process for the new employee until s/he gets familiar with the work process of his/her job duties.

❖ Off the job training:

As a part of off the job training all new employees are given indoor multimedia presentation by which they come to know about the brief history of the company, the present scenario, vision and mission of the company in the orientation program of the company.

❖ Learning and development:

UNICOM recognizes that it is essential that they have the best people equipped with the right skills and knowledge to perform their roles to the highest standards. They want talented professionals, who seek self-development opportunities including continuing professional development. They focus development on where they believe that they will get the greatest return, by developing employee's strength. The required training is designed for specified role positions. Employees according to their current role positions get the training.

❖ **Self-learning:**

The Company often sends out CDs and books to staff for them to study on media and business knowledge, digital market etc.

❖ **Specific competency training:**

If any employee wants to get competency over an area which is used by the company then UNICOM make arrangement to train the employees to ensure that the staff excels in that unique techniques needed for particular a position.

As UNICOM is a new company and still in its Starting phase of company life cycle, they don't have that well established Training & Development Program like other big companies. But surely they are planning on undertaking more advance training programs than they have now.



3.9.3 Leave Management

UNICOM Media Ltd. has around 67 employees working in the corporate office. Although the no. of employees is not that high, still they enjoy the whole package of yearly leaves implied by law. To manage the leaves of that small no. of employees UNICOM does not need automated leave management system. They use manual process to count the no. of days each employee deserves. It's also related to the attendance journal as well.

As an intern my duty was to check the attendance registry once a week and consult about it with the Manager. For those small no. employees of UNCOM, it was not necessary to install any automated attendance counting system, the traditional registry system works for it very well. And it was my duty to check whether all the entries are within 10.00am or not. I had to sit with the Manager about it at least once a week to tell him about the late comers and who have been consistent in their timeliness. If any employee failed to report at office within 11.00 am, s/he gets a half day of absence, and two times delay counts as a missed full working day. In UNICOM 03 days late in any given month will result in salary forfeit for 01 day.

UNICOM provides its employees with different kinds of leaves. The leave is usually updated in the end of the month. The process starts by employees collecting form for leaves from the HR Manager and filling it up. The HR Manager's task was to collect employee's leave forms and verify it with the attendance registry. The purpose of it was to check if the HR personnel have missed any leave forms to collect from employees. Then he had to make detailed notes about what kind of leave it was and for how many days and check how many yearly leave the employee has left, then adjust it and let the employee know whether the application is approved or not, how many days s/he has left etc.

UNICOM provides employees with different kinds of leaves, like:

❖ **Earned Leaves:** It's a type of leave that is earned by the employees through working in the organization and in UNICOM for each 10.83 work days they will get 1 day of Earned Leave. This is like 24 days of Earned Leave per year.

❖ **Maternity Leave:** UNICOM provides its female employees with 4 months of Maternity Leave so that they can take care of those special days and come back to work with

a sense of satisfaction, motivation toward the organization. Each female employee is entitled to these 4 months of Maternity Leave once she has passed 1 year in the organization. These 4 months are paid leaves, but if necessary they can extend the leave, but any extension of 4 months leave will be unpaid leave. They even have an option of drawing the whole full payment of 4 months' salary in advance.

❖ **Paternity Leave:** The male employees of UNICOM also enjoys 1 month of Paternity Leave. It's a paid leave and to be entitled to get it the male employees must work more than 1 year for the organization. And if need an extension the case is same as the Maternity Leave.

❖ **Sick Leaves:** In UNICOM each employee is entitled to 14 days of Sick Leave including non-working days per year. But if the disease takes more than 14 days to cure, then with the permission of the CEO they can apply for an extended leave. But in that case they have to show detailed documents, prescriptions, doctor's certificates, leave form etc.

❖ **Extra Ordinary Leave:** It's the kind of leave for extra ordinary, unavoidable or unusual situation, like for higher education or treatment in abroad. Most of the time it's unpaid, but with the permission of CEO the employee may join the organization after their return.

UNICOM

3.9.4 Salary Management

UNICOM has a fixed and very competitive salary structure for every position, starting from the driver, security to the level of CEO. Because of the increase in standard of living in the day to day life, they adjust their salary every two years. Although most of the organizations adjust their salary structure on a yearly basis, but UNICOM prefers to do it every two years, and it's because they offer a very high and competitive salary and benefit structure. And again the Company's gross salary structure is different from department to department. An employee may receive same, lower or higher salary from the same level of employee in different department. The gross salary includes following elements:

- House rent allowance
- Medical allowance
- Conveyance or transportation allowance



It's the job of the HR personnel to calculate and adjust the new salary structure and send a copy to the CEO, get his approval and after getting the approval send another copy to the accounts department so that they can also make adjustments in the employee's account. And another copy is sent to each employee so that they can be aware of their new adjusted salary.

In UNICOM, there are 17 levels of employees and 20 levels of increments. And each type of increment is fixed for each of the levels. Employees can get up to 20 increments, sometimes based on the performance salary of the employee can be increased more than once in a year.

UNICOM gives bonuses to its employees twice a year in the two religious festivals of the country, namely the two Eids, and for other religion before their main religious employee. Such as:

- Employee worked less than 3 months receive 25% of basic salary as bonus
- Employee worked for 3 to 6 months receive 50% of basic salary as bonus
- Employee worked more than 6 months receive 100% of basic salary as bonus

3.9.5 Promotion

Like any other company, UNICOM Media Ltd's HR has its own mobility path which is determined by the performance appraisal system whether the path will take the employee higher level or experience a demotion. There is no specific time of giving promotion at UNICOM. Whenever the employee reaches the standards or qualifies to get the promotion, the CEO approves a letter for their promotion.

The process of promotion is not very complicated in UNICOM, employees get promoted to a higher rank whenever the organization needs that employee to have more authority to do their job better or s/he worked hard to deserve that promotion, only then the CEO decides on promoting that employee. The decision of CEO regarding promotion is final word for employees.



3.9.6 Transfer

From previous discussion, it was explained that UNICOM has different type of business running and is the parent company of OOH, threecixty and IMMRM. Each of this business unit's business policy, strategy, manpower and everything is different from UNICOM's main business. So whenever needed, employees who had joined under any of those company's contract, can be transferred to other department within UNICOM or to the business units of UNICOM.

So basically in UNICOM, there are two paths of transfer. One is within UNICOM, in which employees get transfer to other departments of UNICOM. And the second is outside UNICOM, where employees are transferred to one of the other business units.

The transfer may change the employee's designation, salary and job description. It depends on the reason of transfer and to the position, department and unit they are being transferred to.

3.9.7 Performance Appraisal

Performance appraisal process is an important element for any organization to evaluate the performance of the employees and identifying their competencies. UNICOM's human resource department evaluates the employee performance in an effective way to examine the employee's skills, performance, abilities and professional competencies. Performance appraisal of UNICOM is discussed below:

Procedure of Performance Appraisal

In UNICOM the performance appraisal is done once in an annual year. The performance appraisal process of UNICOM is easy and simple; they use 360 degree Appraisal system, which is done by the supervisor or the CEO of the company, co-workers, and subordinates. The appraisal at the organization includes appraisal of current performance as well as the potential performance.

Components of Performance Appraisal

In UNICOM both qualitative and quantitative components are considered under performance appraisal process. In the process 2 types of traits are considered. Such as:

❖ **Qualitative Component:** Qualitative Components includes Personal Traits. Employee's personal traits such as timeliness, honesty, sincerity, attentiveness, behavior with colleagues and other staffs, team workability, leadership quality, obedience, activeness and pro-activeness, innovativeness, Personal aspects, need for self development, need for learning etc are considered

❖ **Quantitative Components:** Quantitative components include Work Related Traits. Employee's work related traits that is considered in performance appraisal include target achievement, sincerity toward works, timely feedback, work Performance, exploring business or customer segment, familiarity with latest technologies and business process etc.

Evaluation System

In UNICOM Media Ltd performance appraisal is conducted at the end of a fiscal year. During my internship I was taught how the organization carries out the performance appraisal. As the company is a small company with two other sub-companies under it, IMMRM, threecixtey, ASL and OOH, the heads of each of the company had to carry out the performance appraisal of the employees of that part of the company. For example, CEO of UNICOM Media Ltd was responsible for the employees of UNICOM and threecixtey, the COO had to conduct the performance appraisal of OOH and the MD had to conduct the process of ASL.

UNICOM follows 360 appraisal processes. The reason is all those practicing business bodies are functioning their business activities under one roof, so 360 degree appraisal was more appropriate and easy to conduct.

Firstly appraisal forms were provided to each of the employees. They had to evaluate their co-workers, and the heads of the companies had to evaluate all the employees. The appraisal forms had factors based on which the person was being evaluated and there is a scale of 1 to 5, 5 being excellent and 1 being poor, on which the factor was evaluated. After rating each factor, the values had to be summed up. They have a standard of the evaluation. After rating each employee, the scores were compared with the standards. And it would certify each employee's performance that year.

Linking Performance to Promotions

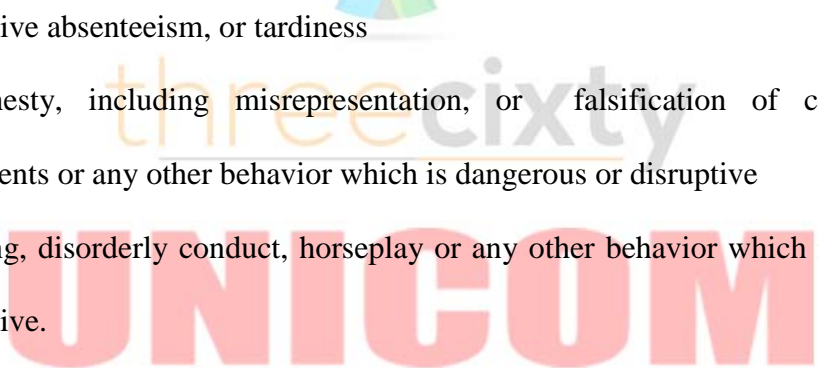
UNICOM monitors all employees' performance and then link performance to promotion of those employees. In case of outstanding performer an employee can even receive more than one promotion and over 20 increments in a year. Other than these after an employee gets a promotion s/he has to work at least one year to get next promotion.

3.9.8 Termination

UNICOM provides its employees with a very competitive compensation package and always looks out for them and very flexible for the wellbeing of its employees, but still they are really strict about a set of rules and code of conduct, breaking which can lead to severe punishment and even termination. If any employee is not considerate of others and does not observe these work rules, disciplinary actions will be taken.

Depending on the severity or frequency of the disciplinary problems, a verbal or written reprimand, suspension without pay, disciplinary probation or discharge may take place. It is within the company's sole discretion to select the appropriate disciplinary action.

The following is not a complete list of offenses for which an employee may be subject to discipline, but it is illustrative of those offenses that may result in immediate discipline, up to and including dismissal, for a single offense:

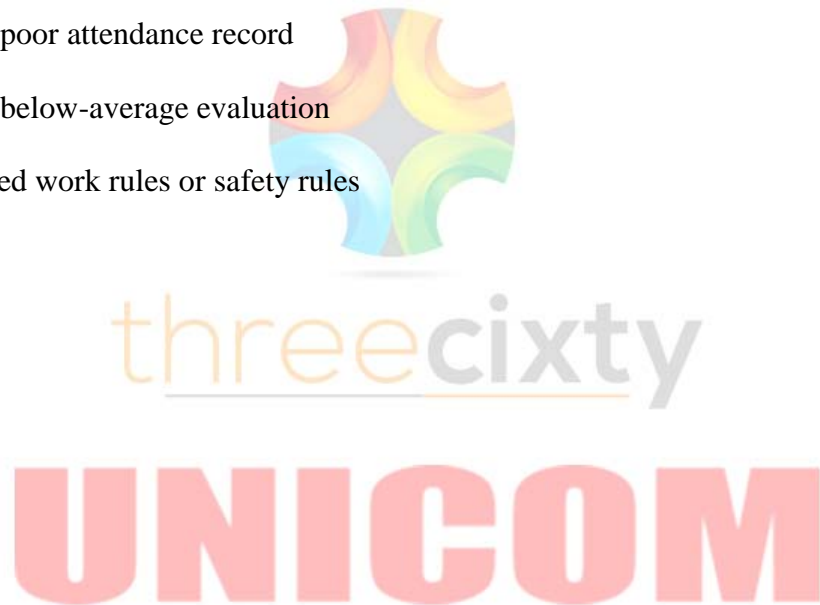
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- i. Excessive absenteeism, or tardiness
 - ii. Dishonesty, including misrepresentation, or falsification of company-related documents or any other behavior which is dangerous or disruptive
 - iii. Fighting, disorderly conduct, horseplay or any other behavior which is dangerous or disruptive.
 - iv. Possession of, consumption of, or being under the influence of alcoholic beverages while on company or customer premises or on company business
 - v. Illegal manufacture, distribution, dispensation, sale, possession or use of illegal drugs or controlled substances
 - vi. Reporting for work with illegal drugs or controlled substance in your body
 - vii. Possession of weapons, firearms, ammunition, explosives or fireworks on company or customer premises
 - viii. Failure to promptly report a workplace injury or accident involving any of the company's employees, clients, equipment or property

- ix. Willful neglect of safety practices, rules and policies
- x. Commission of a crime, or other conduct which may damage the reputation of company
- xi. Use of profane language while on company business
- xii. Stealing, misappropriating or intentionally damaging property belonging to the company or its customers or employees
- xiii. Unauthorized use of the company's or its clients' name, logo, funds, equipment, vehicles, or property
- xiv. Insubordination, including failure to comply with any work assignments or instructions given by any company supervisor with the authority to do so
- xv. Violation of the company's equal employment opportunity policy or its harassment policy
- xvi. Interference with the work performance of other employees
- xvii. Failure to cooperate with an internal investigation, including, but not limited to, investigations of violations of these work rules
- xviii. Failure to maintain the confidentiality of trade secrets or other confidential information belonging to the company or its customers
- xix. Failure to comply with the personnel policies and rules of the company

3.9.9 Re-employment

In case of Re-employment in UNICOM, former employees who are rehired and return to work will be rehired and return to work will be rehired only as new employees and must complete a new orientation period. They will be considered new employees for any and all benefits. As a general rule, the company will not rehire former employees who:

- Were dismissed by the company
- Resigned without giving two weeks' notice
- Were dismissed for inability to perform job duties
- Had a poor attendance record
- Had a below-average evaluation
- Violated work rules or safety rules



3.9.10 Resignation

In UNICOM, all employees reserve the right to leave employment at their convenience. But still there are some legal formalities which are must to follow.

All employees are required to give 90 days' notice in writing in the event they wish to withdraw from their duties at the company. If there's a case where an employee fails to inform the company or any employee resigning voluntarily without 90 working days' notice or on the advice of the company due to unsatisfactory performance will have all dues payable by the company to the employee forfeited with immediate effect including pending salary. In addition, three month salary will be payable by the employee in case of breach of the aforementioned clause.

The rules regarding resignation are strictly followed in UNICOM.



MAJOR FINDINGS & RECOMANDATION



4.1 SWOT ANALYSIS

From my journey of this three months of Internship and practical work experience at UNICOM, my findings are listed in the form of SWOT Analysis.

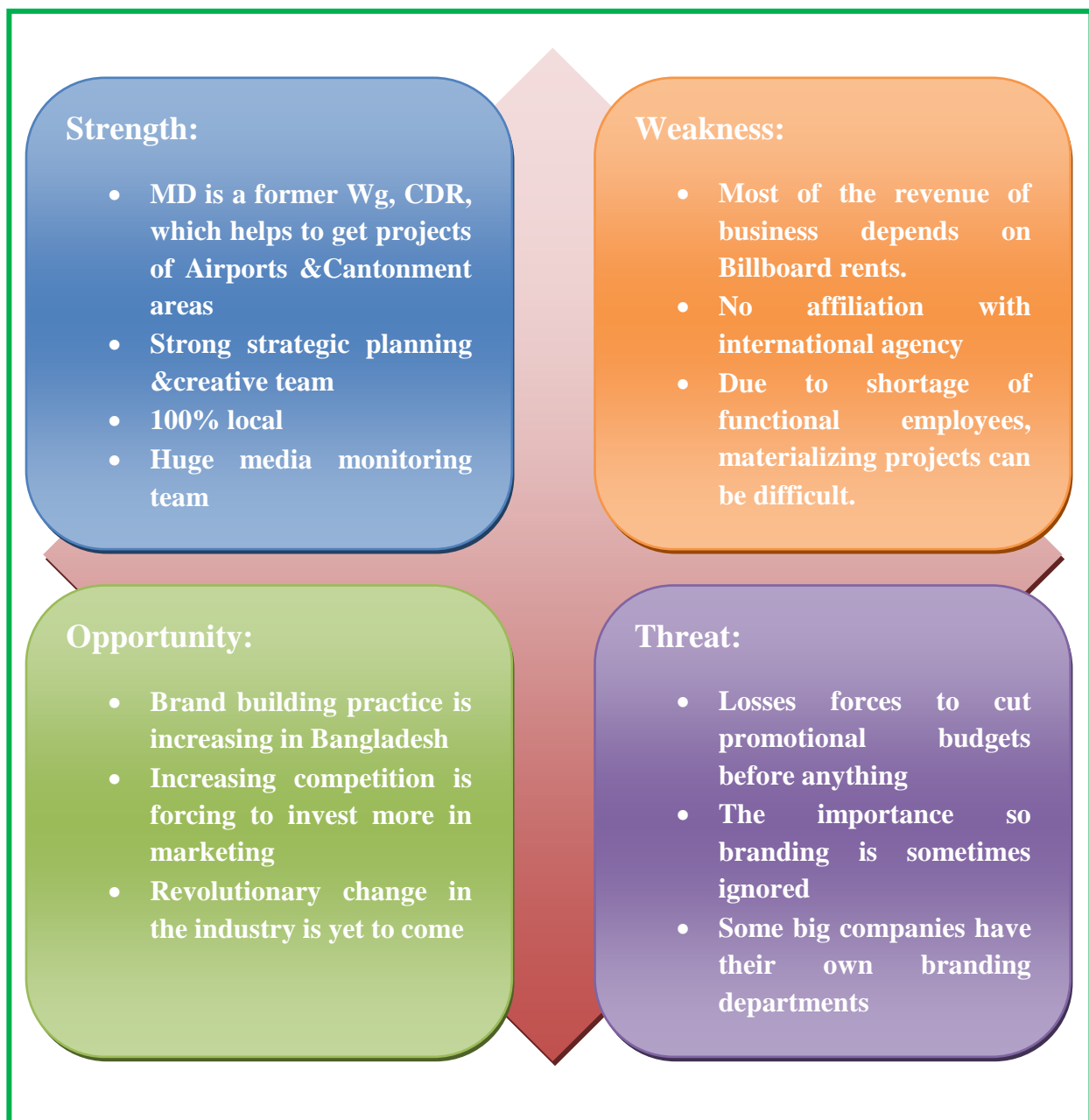


Figure 05: SWOT Analysis

4.2 CRITICAL OBSERVATION

In the three months of my internship at UNICOM Media Ltd I gained my first ever professional job experience. Although I was new to such professional environment I observed activities like:

❖ There is only one permanent employee for HR related tasks. Although UNICOM is a small company and does not require a whole bunch of people for HR, but still having someone entitled to assist the HR Manager with HR activities would have made it easier for the company to handle all the activities related to HR.

❖ UNICOM is an understaffed company. So when needed or in case of urgent work or to meet an early deadline, it faces lacking of working hands.

❖ Although UNICOM, OOH and IMMRM are acting as three different companies, the same workforce is handling all the works of each company, which is creating a pressure of work.

❖ Although the company tries to maintain a manual attendance register, sometimes it's hard to maintain timeliness.

❖ The turnover rate is high considering the no. of employees been working there and many new posts need to be created for the betterment of the company.

❖ There is no specific arrangement for training and no development plan for employees. They might learn the tasks by doing themselves or from their previous experience or with the help of the CEO.

❖ Lastly employee information is kept in manual files; some of the important papers are even missing from the files. This thing is really one of UNICOM's huge drawbacks.

4.3 RECOMMENDATION

The report aims to identify the extent of application of HRM in UNICOM. In the previous section I have discussed the practices of HRM in the company and identified the principles which are applied in the company and also with the extent of applying. From this discussion we came to know that the company doesn't follow all the principles of HRM in their company and whichever are followed, not in a consistent and conventional way. In this part I will recommend the company with some suggestion so that most of the Human Resource Practices can be followed at a broader aspect in the company to produce a better work environment for the employees. The suggestions are as follows:

❖ **Increasing Level of Job Security:** The Company should initiate some programs to increase the job security of the employees in their company. The programs may include both intrinsic and extrinsic elements. The employees must feel that they have sufficient job security in the organization.

❖ **Partnership Program:** The Company can initiate Employee Partnership Programs to give employment security to the employees. The permanent staffs who want to continue working for the company can participate in this partnership program.

❖ **Initiate Long Term Benefit Plans:** The Company may initiate some long term benefit plans for the employees to increase job security, such as gain sharing, retirement schemes and so on.

❖ **Instill Confidence Among Employees:** Supervisors and senior employees should instill confidence among their subordinates and give assurance about their employment security.

❖ **Develop Succession Planning:** The Company can provide succession planning for their employees as Succession planning and career management has the potential to be powerful drivers of retention. In other words, employees who believe they are being groomed for future positions are more likely to stick around.

❖ **Maintain the Same Recruitment Process:** The Company's hiring process is biasfree, neutral and nondiscriminatory. The employees are also satisfied with the hiring

process of the company. The company should remain unchanged in their policy of hiring employees.

❖ **Hire from Internship Program:** The Company can hire competent employees using their internship program. They can target students who excel academically and provide them with the opportunity to obtain practical work experience. This will help to train and develop the skill sets of interns at an early stage of their career while the company will get an opportunity to gauge the intern's skills, abilities, and inner drive.

❖ **RNA Analysis:** The Company has very few employees which is less than their actual demand of workforce. Sometimes the workload becomes extreme for this workforce. The company should properly do the Recruitment Need Analysis and find the actual number of employees they needed to smoothly run the organization.

❖ **Extrinsic Rewards:** The company's compensation package is consists of only intrinsic rewards. The company should initiate some extrinsic element in their compensation system. The can initiate programs such as Employee of the month award, Best employees of the year, Best Performer, or such rewards.

❖ **Merit Pay and Profit Sharing:** The Company's compensation policy does not include any incentive that motivates the employee's performance. The company can initiate Merit pay and Profit sharing plan for extraordinary performers.

❖ **Incentives for Non-Managerial Employees:** The non-Managerial employees do not receive any incentives except their salary and bonus. The company can initiate some sort of incentive plans for the non managerial employees to boost their motivation.

❖ **Group or team based Compensation:** The Company can initiate some on group or team-based compensation and reward to stimulate knowledge exchange and sharing within group members.

❖ **Initiate Self Managed Teamed Work System:** One of the many advantages of self-managed teams is that they can remove a supervisory level from the hierarchy.

Eliminates layers of management by instituting self-managing team saves money. If the company can initiate a self manage teamed work system then the company's status difference will come to a satisfactory level.

❖ **Widespread Decentralized management:** The Company's higher level employees only enjoy their freedom of work and decentralized management system. The company should change this practice and the system of decentralized management and self managed team should be initiated throughout all the level of the company.

❖ **Formal Training and Development Program:** The Company should redesign their training and development sector and initiate more on the job and off the job training and development programs for its employees and should allocate a certain amount of budget for the training and development purpose.

❖ **Coaching the Subordinated:** Managers can coach their subordinates for sharing their knowledge on various business activities, products plans and business tactics. The performances of employees and managers will improve if they are engaged in frequent coaching. It will also strengthens the employee manager relationship and reduce the status differences.

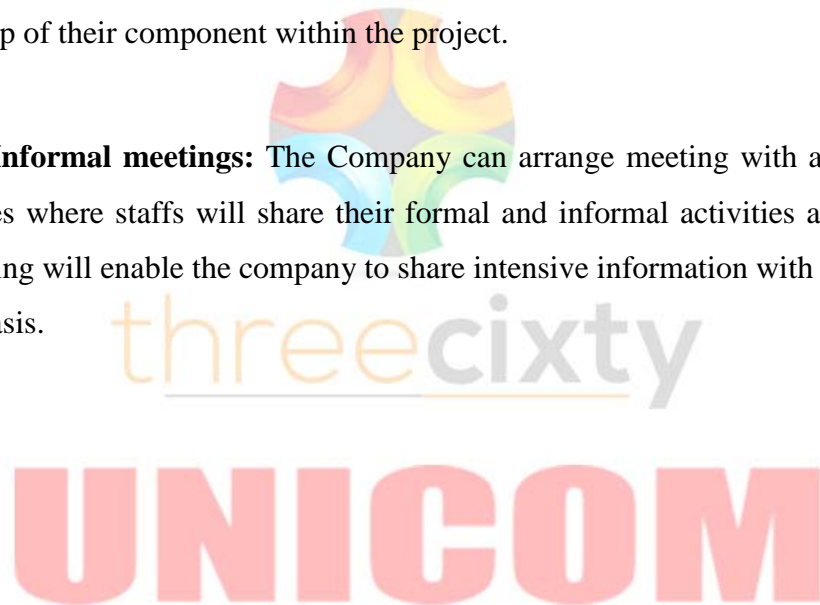
❖ **Training for All level of Employees:** The Company should initiate training for all level of employees so that the performances of the employees are boosted up.

❖ **Mentorship Programs to reduce status differences:** The Company can introduce mentorship program where each senior staff member will be responsible for the professional and personal development of one or two junior/intermediate employees. This will provides ample opportunity for interaction and results in quick staff development through progressive learning for the employees. It will benefit the in two ways, one: status differences can be eliminated and two, the employees will be trained by an experienced trainer at a lower cost. To assist with these initiatives, mentors will help employees set long term career objectives to help staff achieve their goals.

❖ **In house seminars:** The Company can arrange in-house training seminars in every six to eight weeks. Here presentation topics will be chosen based on employee suggestions, requests, and need to- know information. Employees who are experienced in those sectors or who will recently take a course will be encouraged to lead the seminar to share important information and material. It will enable the company to share new knowledge and information at an easier way.

❖ **Group Discussion:** The Company can arrange group discussion programs where employees will form group and will discuss about various upcoming project accomplishment ideas among the group member. Thus the employees can increase group interaction and can be more aware of their responsibilities and they will be encouraged to take ownership of their component within the project.

❖ **Informal meetings:** The Company can arrange meeting with all the managers and employees where staffs will share their formal and informal activities and ideas. These types of meeting will enable the company to share intensive information with their employees at a regular basis.



CHAPTER – 05



5.1 CONCLUSION

Organizations are realizing that the success of an organization relies on more than hiring qualified candidates. Effective human resource (HR) planning and management is required at all stages of an employee's corporate lifecycle to help ensure employee growth and satisfaction. Employee satisfaction is vital to the success of an organization because of its direct impact on productivity. When employees are satisfied, they are more likely to produce high quality work, optimize performance, and exercise more critical thought and creativity.

All the Practices of HRM exists to create an ideal working environment for the employees. Every company should adopt these principles in their HRM practices. In this study I have identified the extent up to which Unicom applies the practices of HRM and I have also recorded the employee's perception about these principles. During my experience there, I found employee's dissatisfaction on those segments where these practices were not applied, partially or completely by the company. This study clearly shows that having a proper and well structured HRM can create an environment inside a company which is preferred by the employees and ideal to produce best outcome from the workforce. In conclusion we can say all the HRM practices help improve firms' business performance including employee's productivity, product quality and firm's flexibility. Companies who effectively cultivate these principles are benefitted by low employee turn-over, greater customer satisfaction, a cohesive corporate culture, improved performance and communication, and higher employee commitment to the core values and objectives of the organization. These practices have shown to be valuable to any company's success. Thus to be successful in a global market place, the challenge for all businesses regardless of size is to invest in human resources. They need to select and retain talented employees, undertake employee training and development programs and dismantle traditional bureaucratic structures that limit employee's ability to be innovative and creative, provide the employees with higher compensation, and share intensive information with the employees. Thus in today's organizations, having a well structured HR Department can direct an organization to create a healthy environment for the employees where the employees will be satisfied and as well as the company can be benefitted at highest level.



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