

Internship Report

On

*Strategies of Human Resource: A Study
On Grameenphone Ltd.*

Submitted To

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Submitted By

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INTERNSHIP RESEARCH REPORT ON

**‘Strategies of Human resource: A Study of
Grameenphone Limited.’**

September , 2013

Mr. ShowvonickDatta
Lecturer
Brac University
Dhaka, Bangladesh

Subject: Letter of Transmittal

Dear Sir,

Attached please find the internship report entitled 'Strategies of Human Resource: A Study On Grameenphone Ltd'

I have done my internship in Grameenphone Limited during three months attachment period. I did the internship study as a part of my job. The report focuses on the HR (Human Resource Management) strategies of Grameenphone Limited.

This report has been submitted in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA), Major in Human Resource Management, Faculty of Business Administration.

I hope the report meets your expectation. I will be glad to answer any queries regarding the study and report.

Thanking You
Sincerely,

Salma Sultana
ID: 10364060
MBA, Faculty of Business Administration
Brac University

Letter of Endorsement

The Internship Research Report entitled “Strategies of Human Resource: A Study On Grameenphone Ltd.” has been submitted in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA), Major in Human Resource Management, Faculty of Business Administration on September 2013 By Salma Sultana, ID# 10364060. The report has been accepted and may be presented to the Internship Defense Committee for evaluation.

(Any opinions, suggestions made in this report are entirely that of the auth of the report. The University does not condone nor reject any of these opinions or suggestions)

Mr. ShowvonickDatta
Internship Supervisor

Acknowledgement

I would like to thank almighty Allah for giving me the opportunity to complete my internship report. I also want to thank all the people who have given their support and assistance and extremely grateful to all of them for the completion of the report successfully. Brac University and Grameenphone Ltd. both provided me with enormous support and guidance for my report to be completed successfully.

I would also like to thank my internship supervisor Mr. ShowvonicDatta, for his kind concern, valuable time, advice and constant guideline in preparing the report.

I would like to thank Mr. SabbirAhammed, Head of customer Touch Point, People & Organization (HR), Grameenphone Ltd for their support in preparing the internship report & providing me relevant data for the report.

I would like to express my foremost gratitude to other officials of Grameenphone Ltd who helped me and gave me their valuable time, providing me with the most relevant information on the basis of which I have prepared this report.

Executive Summary

Grameenphone Limited is the leading Telecom operator in Bangladesh where a strong & organized Human Resource Management internally called as 'People & Organization' is always working for the formulation HR strategies for the betterment of the employees as well as to achieve the ultimate organizational goal. Grameenphone Ltd. takes its employees as human capital. Here our objective of study is to discuss about telecommunication business in Bangladesh, to discuss about Human resource Planning (HRP), to discuss about Recruitment and Recruitment Policies, to discuss about selection strategies, to discuss about Training and Development, to discuss about Transfer, termination and Other Disciplinary Action strategies and to discuss about Benefits, Leave and Other Allowances strategies.

Human Resource planning of Grameenphone is the process of getting the right number of qualified and competent people into the right job at the right time. Putting another way, HR planning is the system of matching the supply of people internally and externally with the openings the company expects to have over a given time frame. The quality of the candidate and his/her expertise are deciding factor how Grameenphone will succeed in achieving its visions, objectives and tasks.

Grameenphone training policy is to support employee training which is directly linked to the individual's specific jobs and his or her future development. The training program is expected to enhance job-related knowledge as well as develop technical and/or managerial skills. In addition to training program, employees are encouraged to search and utilize personal developmental opportunities for his/her career progression.

Career planning/development identify a sequence of development activities, formal and informal, short-term or long term that helps make an individual capable of assuming a higher position in future. Divisions are responsible for selection employees to enhance their performance to take higher responsibility in future. Management is responsible for providing leadership and ensures effective training programs by investing in training. HR will pay facilitator's role in career development.

Compensation is what an employee receives in exchange for his/her physical and mental works, and contribution to the company. Compensation does not represent only salary but a wide range of benefits and service are part of the total compensation package. Grameenphone wishes to pay rewarding and competitive salaries to attract, retain and motivate competent and skilled employees at all levels of the Company. Grameenphone wishes to design a compensation system that has strong positive impact on employees and ultimately on the Company's performance.

Grameenphone still has a positive image in the Mobile market. Due to its various innovative products and wide market coverage, strong network, at cheap rate with various service centers and its value added services, it can be considered as the market leader in the telecommunication industry and its competitors are far behind. Grameenphone is also market leader in teams of HR strategies and employee's involvement & engagement.

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Part 1

Organization Part

Organization's Overview, Profile & Strategies of the Organization.

Chapter 1: Organization Overview

1.1 Company Background

Grameenphone Ltd. has stepped into its 17th year of operation, having completed its 16th year on March 26, 2013. It is the leading telecommunications service provider in the country with more than 45 million subscribers as of December 2012. Grameenphone has been recognized for building a quality network with the widest coverage across the country while offering innovative products and services and committed after-sales service.

1.2 History and Milestones:

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

- ✦ **March 26, 1997:** Grameenphone launched its service on the Independence Day of Bangladesh.
- ✦ **June 1998:** GP started its services in the port city of Chittagong, the second largest city in the country. Cell to cell coverage in the Dhaka-Chittagong corridor also enabled GP to introduce its service in a number of other districts along the way.
- ✦ **September 1999:** GP started its service in the industrial city of Khulna. Once again, a number of other districts came under coverage of GP because of the cell to cell coverage between Dhaka and Khulna. Earlier in September 1999, it introduced the EASY pre-paid service in the local market. It also introduced the Voice Mail Service (VMS) and the Short Message Service (SMS) and other Value Added Services (VAS).
- ✦ **June 2000:** Grameenphone started its services in Sylhet, Barisal and Rajshahi, bringing all six divisional headquarters under the coverage of its network. The service in Barisal region was started after the microwave link between Khulna and Chittagong was completed.
- ✦ **August 2003:** After six years of operation, Grameenphone has more than one million subscribers.
- ✦ **November 2005:** Grameenphone continues to being the largest mobile phone operator of Bangladesh with more than 5 million subscribers.

- 🔹 **November 16, 2006:** After almost 10 years of operation, Grameenphone has over 10 million subscribers. Grameenphone has built one of the most extensive infrastructures of Bangladesh and is a major contributor to the development of the national economy.
- 🔹 **December 31, 2007:** Grameenphone is one of the largest private sector investments in the country with an accumulated investment of USD \$1.7 billion up to December 2007. Grameenphone is also one the largest taxpayers in the country, having contributed nearly BDT 5000 Crore in direct and indirect taxes to the Government Exchequer over the years of which is amount, BDT 1670 Crore was paid in 2005 alone.
- 🔹 **2008:** Introduced BlackBerry Service; commissioned brand positioning & launched ‘Stay Close’ & ‘Customer Care Campaign’ and reached 20 million subscribers.
- 🔹 **2009:** Listed on Dhaka Stock Exchange Ltd. and Chittagong Stock Exchange Ltd.; launched internet modem, special Olympic Regional Talent Hunt, Stay Green Campaign, Internet Package P5 & P6, Grameenphone branded handset & studyline also reached 21 million subscribers.
- 🔹 **2010:** Launched new tariff plan, ‘MobiCash’ financial service brand, Ekota for SME, Baadhon package and mobile application development contest & network campaign; reached 29.97 million subscribers.
- 🔹 **2011:** Launched ‘My zone’- location based discount on usage, Micro SIM cards for iPhone, Spondon Package with 1-sec pulse; Grameenphone branded handset (C200, QWERTY handset ‘Q100’ and Android handset ‘Crystal’), Customer Experience Lab, eCare solution; Completed swapping of 7,272 nos. of BTS; Reached 36.5 Million Subscribers.
- 🔹 **2012:** Awarded license for 2G operation for 15 years effective from November 2011; two new affordable packages ‘Amontron’ and ‘Nishchinto’ were launched, 10-second pulse was introduced for all products including helplines; A GP App was launched to facilitate mobile self service; Reached 40.02 million Subscribers.
- 🔹 **January, 2013:** Successfully Deploys Oracle Communications Network Resource Management Solution to Transform Inventory Operations.

Grameenphone was also the first operator to introduce the pre-paid service in September 1999. In addition to core voice services, Grameenphone offers a number of value-added services, in each case on both a contract and prepaid basis. It established the first 24-hour Call Center, introduced value-added services such as VMS, SMS, Fax & Data Transmission Services, International Roaming Service, WAP, SMS - based Push-Pull Services, EDGE, personal ring back tone and many other products and services.

Grameenphone nearly doubled its subscriber base during the initial years while the growth was much faster during the later years. It ended the inaugural year with 18,000 customers, 30,000 by the end of 1998, 60,000 in 1999, 193,000 in 2000, 471,000 in 2001, 775,000 in 2002, 1.16 million in 2003, 2.4 million in 2004 and 5.5 million in 2005 customers. Currently the customer base of Grameenphone is over 40 million.

Grameenphone offers the widest coverage in Bangladesh. The population coverage has increased from approximately 85% in 2005 to above 90% in 2006. Currently the population coverage is 98% (Including voice call and Edge/GPRS). In addition; Grameenphone also offers GPRS in most of the country and EDGE in urban areas.

From the very beginning, Grameenphone placed emphasis on providing good after-sales services. In recent years, the focus has been to provide after-sales within a short distance from where the customers live. There are now more than 400 GP Service Center, 20 GPC Franchise, recharge retailers: 105,000+, total retailers: 18000+, distributors: 96, Single hotline which operates 24/7; the country covering all 64 districts. In addition, there are 62 GP Customer Centers in all the divisional cities and they remain open from 8am-7pm every day including all holidays.

Grameenphone has generated direct and indirect employment for a large number of people over the years. The company presently has more than 6,000 full-time, part-time and contractual employees. Another 70,000 people are directly dependent on Grameenphone for their livelihood, working for the GP dealers, retailers, scratch card outlets, suppliers, vendors, contractors and others.

In addition, the Village Phone Program, also started in 1997, provides a good income-earning opportunity to more than 200,000 mostly women Village Phone operators living in rural areas. The Village Phone Program is a unique initiative to provide universal access to telecommunications service in remote, rural areas.

Administered by Grameen Telecom Corporation, it enables rural people who normally cannot afford to own a telephone to avail the service while providing the Village Phone operators an opportunity to earn a living. Grameenphone has generated direct and indirect employment for a large number of people over the years. The company presently has more than 6,000 full-time, part-time and contractual employees. Another 70,000 people are directly dependent on Grameenphone for their livelihood, working for the GP dealers, retailers, scratch card outlets, suppliers, vendors, contractors and others.

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The Village Phone initiative was given the “GSM in the Community” award at the Global GSM Congress held in Cannes, France in February 2000. Grameenphone was also adjudged the Best Joint Venture Enterprise of the Year at the Bangladesh Business Awards in 2002.

Grameenphone considers its employees to be one of its most important assets. GP has an extensive employee benefit scheme in place including Gratuity, Provident Fund, Group Insurance, Family Health Insurance, Transportation Facility, Gym, Recreation Centre, Day Care Centre, Children’s Education Support, higher Education Support for employees, In-House Medical Support and other initiatives.

1.3 Mission, Objectives and Strategy

Mission

Leading the industry and exceed customer expectations by providing the best wireless services, making life and business easier

Vision:

We exist to help our customers get the full benefit of communications services in their daily lives. We want to make it easy for customers to get what they want, when they want it. We're here to help

Values:

- Make It Easy
- Keep Promises
- Be Inspiring
- Be Respectful

Brand Promise:

- Stay Close
- Go Beyond

GP WAY: Our Way of Work

- It is how we do business
- It's all about living our vision, values, codes, leadership, governing principles in our daily life and deliver upon our brand promise – Stay Close

Organizational Structure

- Flatter organization
- Two growth stream: Leadership & Specialist

Workplace Ethics

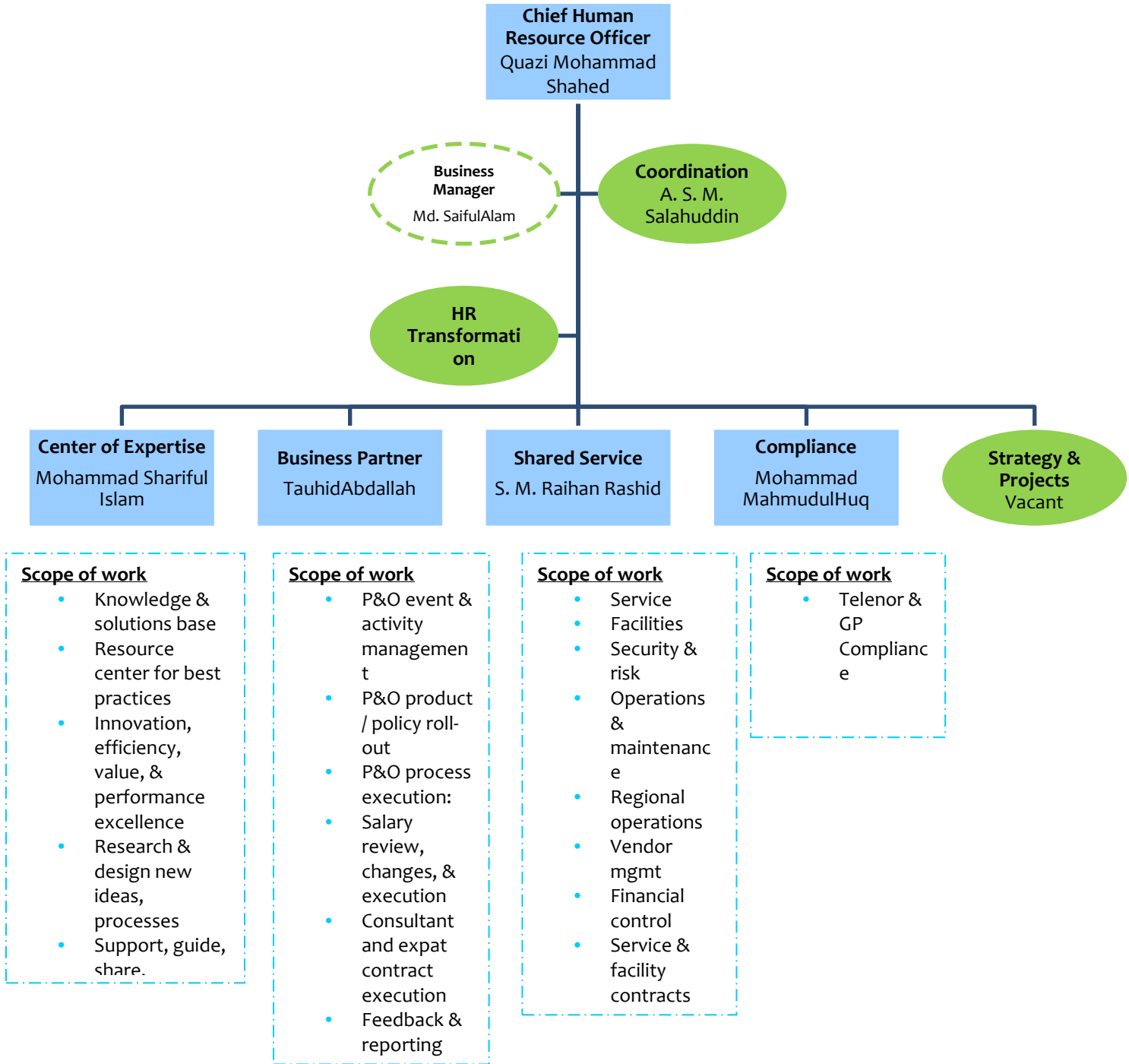
- Fortified Codes of Conduct
- Ensured compliance

Sustainability Consciousness

- Paperless office
- Reduce 15% carbon emission by 2012 & 40% by 2015
- Corporate Transformation: 'Green Company'
- Aware-Engage-Advocate GP employees

Chapter 2: Profile of the Organization

People & Organization Divisional chart with scope of work



2.1 Organizational Structure

The shareholders of Grameenphone contribute their unique, in-depth experience in both telecommunications and development.

It is a joint venture enterprise between Telenor (55.8%), the largest telecommunications service provider in Norway with mobile phone operations in 12 other countries, and Grameen Telecom Corporation (34.2%), a non-profit sister concern of the internationally acclaimed micro-credit pioneer Grameen Bank. The other 10% shares belong to general retail and institutional investors.

The technological know-how and managerial expertise of Telenor has been instrumental in setting up such an international standard mobile phone operation in Bangladesh. Being one of the pioneers in developing the GSM service in Europe, Telenor has also helped to transfer this knowledge to the local employees over the years

The international shareholder brings technological and business management expertise while the local shareholder provides a presence throughout Bangladesh and a deep understanding of its economy. Both are dedicated to Bangladesh and its struggle for economic progress and have a deep commitment to Grameenphone and its mission to provide affordable telephony to the entire population of Bangladesh.

I. The Shareholders

Telenor is emerging as one of the fastest growing providers of mobile communications services worldwide with ownership interests in 12 mobile operators across Europe and Asia. Telenor is organized into three business areas; Mobile operations covering 12 countries, and Fixed-line and Broadcast services covering the Nordic region.

Telenor holds 55.8 per cent of Grameenphone, with Grameen Telecom Corporation owning the remaining 34.2 per cent. The rest of the shares belong to general retail and institutional investors. Telenor has played a pioneering role in development of cellular communications in Bangladesh.

II. The Telenor Group

- More than 150 million mobile subscribers worldwide
- Strong subscription growth, particularly in our Asian operations
- Listed as No.1 on Dow Jones Sustainability Index 2008
- Ranked as the world's seventh largest mobile operator
- Revenues 2007: NOK 105 billion
- Workforce 2007: 35 800 man-years
- Listed on the Oslo Stock Exchange, with headquarters in Norway

III. Grameen Telecom

Grameen Telecom Corporation, which owns 34.2% of the shares of Grameenphone, is a not-for-profit company and works in close collaboration with Grameen Bank. The internationally reputed bank for the poor, has the most extensive rural banking network and expertise in microfinance. It understands the economic needs of the rural population, in particular the women from the poorest households.

Grameen Telecom, with the help of Grameen Bank, administers the Village Phone Program, through which Grameenphone provides its services to the fast growing rural customers. Grameen Telecom trains the operators, supplies them with handsets and handles all service-related issues.

Grameen Bank currently covers more than 67,000 villages which are serviced by 2121 bank branches all over the countryside. As of May 2006, the bank had 6.33 million borrowers, 97 percent of whom were women.

Grameen Telecom's objectives are to provide easy access to GSM cellular services in rural Bangladesh, creating new opportunities for income generation through self-employment by providing villagers with access to modern information and communication based technologies.



2.2 Corporate Governance in Grameenphone



Grameenphone (GP) firmly believes that business operation means dealing with the stakeholders with trust and confidence and there is a link between stakeholders' value and governance. With that objective in view, GP has been working relentlessly to create long-term stakeholders value through providing as well as maintaining vastly innovative, easy-to-use and best-value telecommunications services in the market. In pursuing these objectives, the Board of Directors of the Company is committed to high standards of Corporate Governance which it believes are critical to business integrity and

performance. As a responsible corporate citizen, GP is also committed to maintaining full transparency and positive business conduct internally and towards the community with which GP carries out its business, including its suppliers, customers and business partners. At the same time the Company expects that all its Board of Directors, employees and suppliers would act with honesty, integrity and openness.

a) Role of the Board

The Directors of the Board are appointed by the Shareholders at the Annual General Meeting (AGM) and accountable to the Shareholders. The Board is responsible for ensuring that the business activities are soundly administered and effectively controlled. The Directors of the Board keep themselves informed about the Company's financial position and ensure that its activities, accounts and asset management are subject to adequate control. The Board also ensures that Grameenphone Policies & Procedures and Codes of Conduct are implemented and maintained, and the Company adheres to generally accepted principles for good governance and effective control of Company activities.

b) Board Composition

The Board in GP is comprised of nine Directors, including the Chairman who is elected from amongst the members. In compliance with the Corporate Governance Guidelines issued by the Securities and Exchange Commission (SEC) and as per the provision of the Articles of Association (AOA) of the Company, the Board of Directors has appointed an Independent Director in 2010. We believe that our Board has the optimum level of knowledge, composure and technical understanding about Company business which, combined with its diversity of culture and background stands as the perfect platform to perform and deliver.

c) Board Meetings

The AOA of the Company requires the Board to meet at least four times a year or more when duly called for in writing by a Board member. Dates for Board Meetings in a year are decided in advance and Notice of each Board Meeting is served in writing well in advance. Such Notice contains detailed statement of business to be transacted at each meeting. The Board meets for both scheduled meetings and on other occasions to deal with urgent and important matters that require attention.

d) Division of work for the Board and Chief Executive Officer (CEO)

The roles of the Board and Chief Executive Officer are separate and delegation of responsibilities is clearly established, set out in writing and agreed by the Board to ensure transparency and better corporate governance. To that end, GP has also adopted Governance Guidelines for Chief Executive Officer. The CEO is the

authoritative head for day-to-day management in GP.

e) Subsidiary Relationship

The Board of Directors of the subsidiary company of GP is obliged to provide the Board of Directors of GP with any information which is necessary for an evaluation of the Company’s position and the result of the Company’s activities. GP notifies the subsidiary Company’s Board of Directors about the matters which may be of importance to the Company as a whole. GP also notifies the subsidiary Company’s Board of Directors about decisions which may be of importance to the subsidiary company before a final decision is made.

f) Access to Information

The Board recognizes that the decision-making process is highly dependent on the quality of information furnished. In furtherance to this, every Director has access to all information within the Company. Throughout their tenure in office, the Directors are continually updated on the Company’s business and the regulatory and industry specific environments in which it operates. These updates are by way of written briefings and meetings with senior executives and, where appropriate, external sources.

2.3 Board Committees

For better, quicker and furnished flow of information and thereby exercising effective governance, the Board has also constituted a number of Committees and has delegated certain responsibilities to the Board Committees to assist in discharging responsibilities. The role of Board Committees is to advise and make recommendations to the Board. Each Committee operates in accordance with the Terms of Reference (TOR) approved by the Board. The Board reviews the TOR of the Committees from time to time. The Board appoints the members and the Chairman of each Committee. A brief description of each Committee is presented below:



a. Audit Committee

The Grameenphone Audit Committee was established in late 2008 as a sub-committee of the Board and has jurisdiction over Grameenphone and its subsidiaries. The Audit Committee is comprised of three members of the Board including the Independent Director. The Chief Executive Officer, the Chief Financial Officer, the Company Secretary and the Head of Internal Audit are permanent invitees to the Audit Committee meetings.

The Audit Committee assists the Board in discharging its supervisory responsibilities with respect to internal control, financial reporting, risk management, auditing matters and GPs processes of monitoring compliance with applicable legal & regulatory requirements and the Codes of Conduct. The Audit Committee Charter, as approved by the Board, defines the purpose, authority, composition, meetings, duties and responsibilities of the Audit Committee.

The Audit Committee met 7 (seven) times during 2011 and attendance of the Committee members in the meetings was as follows:

Name	Attendance
M Shahjahan	5/7
Per Erik Hylland	7/7
Dr. Jamaluddin Ahmed FCA	7/7

b. Treasury Committee

This committee consists of three members who are appointed by the GP Board. All significant financial matters which concern the Board are discussed in this committee meeting in detail. Upon endorsement of the Treasury Committee, such issues are forwarded to the Board for their final review and approval.

The Treasury Committee met 6 (six) times during 2011 and attendance of the Committee members in the meetings was as follows:

Name	Attendance
M Shahjahan	5/6
Pal Stette	6/6
Raihan Shamsi	6/6

c. Human Resources Committee

This Committee consists of three members who are appointed by the GP Board. The Committee supports the Board in discharging its supervisory responsibilities with respect to Company's Human Resources policy, including employee performance, motivation, retention, succession matters, rewards and Codes of Conduct.

The Human Resources Committee met 1 (one) time during 2011 and attendance of the Committee members in the meeting was as follows:

Name	Attendance
Per Erik Hylland	1/1
M Shahjahan	1/1
Arnfinn Groven (replaced by Mr. Haroon Bhatti on August 01, 2011)	1/1
Haroon Bhatti (appointed on August 01, 2011)	0/0

d. Health, Safety, Security and Environment Committee

This Committee consists of three members who are appointed by the GP Board. The Committee supports the Board in fulfilling its legal and other obligations with respect to Health, Safety, Security and Environment (HSSE) issues. The Committee also assists the Board in obtaining assurance that appropriate systems are in place to mitigate HSSE risks in relation to the company, employees, vendors etc.

The Health, Safety, Security and Environment Committee met 1 (One) time during 2011 and attendance of the Committee members in the meeting was as follows:

Name	Attendance
Per Erik Hylland	1/1
M Shahjahan	0/1
Dr. Mohammad Shahnawaz	1/1

2.4 Compliance with Rules & Regulations of the Country

Compliance builds stakeholders' trust. To have governance cascaded right through the whole Company, the Management Team of Grameenphone as the leaders of a compliant Company adopted ways that assure compliance to all regulatory requirements and instill organizational trust amongst the Board Members, Shareholders and customers. The regulatory bodies maintain a close monitoring process on Grameenphone and has heightened the focus on transparency, as well as an increased need to provide accurate and periodic reporting of issues/events and certifications. In this context, the Company provides complete set of financial statements and relevant documents to the Securities and Exchange Commission (SEC), Stock Exchanges, National Board of Revenue (NBR), Registrar of Joint Stock Companies & Firms (RJSC), Bangladesh Telecommunication Regulatory Commission (BTRC), the Board of Investment (BOI) and all other relevant bodies

and authorities. In order to conduct day to day business, Grameenphone has been rendering its best efforts to comply with the existing applicable laws of the country as well as with the directives/guidelines/ regulations of various Government Authorities. The Company has also taken various initiatives to conduct various awareness sessions on existing and proposed laws and regulations of the country within the Company to ensure compliance throughout the Company as a whole. On the whole, Grameenphone has always strived to remain a fully compliant Company accommodating every possible ways and strategies to ensure the same.

2.5 Ethics and Behavior

i. Codes of Conduct

GP has adopted clearly defined Codes of Conduct approved by the Board of Directors, which reflects GP values of integrity, respect, trust and openness. It provides clear direction on conducting business, interacting with the community, government and business partners; and general workplace behavior. It also includes guidance on disclosure of conflict of interest situations, maintaining confidentiality and disclosure of information, good practices and internal control, and the duty to report where there is a breach against the Code. The Codes are properly communicated to all the employees including the Board members and others acting on behalf, who are strictly required to abide by it. All of them have certified in writing that they have read and understood the Codes.

ii. Restrictions on dealings in GP Shares by Insiders

The Company has established policy relating to trading of GP shares by Directors, Employees and other Insiders. The securities laws also impose restrictions on similar transactions. All the Insiders are prohibited from trading in the GP shares, while in possession of unpublished price sensitive information in relation to the Company during prescribed restricted trading period. Directors and Employees are also required to notify their intention to trade in the GP shares prior to initiating the same.

iii. Supplier Conduct Principles

The Supplier Conduct Principles outlines the standard for ethical and business conduct expected for suppliers and contractors in their relationship with the Company. The SCP are binding on the Company suppliers through the confirmation and signing of the Agreement on Responsible Business Conduct to ensure high standards of business ethics amongst all suppliers of the Company.

2.6 Sponsorship:

Grameenphone engages in sponsorship to deliver its brand promise and to create mutual benefits for its partners. Grameenphone has been relentlessly supporting different organizations through sponsorships to preserve and glorify our national heritage and patronize the potential developing sectors of Bangladesh.

The basic drive of our sponsorship decision comes from patriotism and the understanding of societal development in different potential sectors. We believe that there is still a large scope to work together and stay close.

i. Sponsorship focus areas

- Sports
- Art-Culture
- Social Welfare
- National Days
- ICT Development Partner

ii. Sponsorship Activities:

- Partnered with Bangladesh Cricket Board and sponsored National team from 2003 to 2011
- Grameenphone- the proud partner of Sports, Art-culture, social welfare national days
- Sponsored National Cricket Academy from 2007 to 2012
- Sponsor of National Football Team
- Golf
- Tennis
- Weight Lifting
- National Art Exhibition
- National Poet's Birth Anniversary
- Tree Plantation Movement
- Major events in Independence Day
- Victory Day
- International Mother Language Day
- Bengali New Year
- Inspiring to strengthen the nationalism



2.7. 1 Corporate Responsibility:

"Even a journey of a thousand miles begins with a single step..." - Chinese proverb

At Grameenphone, we live by the statement "Development is a journey, not a destination." Our work is not just about ensuring connectivity; it is about connecting with people and building relationships, based on trust, with our subscribers, business partners, employees, shareholders, as well as the wider community. We have always believed that good development is good business. While we maintain our business focus, taking the nation forward remains our top priority. Thus our relationship with Bangladesh is built on a partnership which strives to achieve common economic and social goals.

Corporate social responsibility, as we see it, is a 'complementary' combination of ethical and responsible corporate behavior, as well as a commitment towards generating greater good for the society by addressing the development needs of the country.

i. CR vision:

To be recognized as the most socially responsible mobile operator in Bangladesh and in the corporate sector.

ii. CR goals:

- Create shared value for Grameenphone and society through our mobile technology
- Integrate responsible business practices in all operations
- Integrate responsible business practices in all operations

iii. Our Corporate responsibility initiatives focus on creating shared value through:

- Maximize the enabling effect of mobile telecommunications
- Promote safer products and services
- Minimize our carbon footprint

iv. CR initiatives are based on 3 main focus areas:

- Health
- Education
- Environment

v. Some of our Key CR initiatives:

- Safe Motherhood & Infant Care Project
 - More than 1.7 million free primary healthcare services to underprivileged pregnant mothers & their infants
- Free eye care support for around 28,780 people
 - 3,458 eye sights restored so far
- Awareness building on varied national issues- AIDS, National Immunization Day
- Information boats with digitized livelihood contents and internal access for remote reverie communities
- Economic freedom for more than 400,000 Village Phone Operators
- More than 500 Community Information Centers- connecting life and learning
- Proud sponsor of Bangladesh Special Olympics team
- Employment opportunity to acid survivors
- Scholarship for underprivileged meritorious students

- Blood donation camps for underprivileged Thalassaemia patients
- Establishment of Blood Bank at Bogra for underprivileged patients
- Emergency relief effort in natural calamities



2.7.2 Community Information Center:

The Grameenphone Community Information Center is a shared premise where rural people may access a wide-range of state of art services such as Internet, voice communications, video conferencing and other information services. This initiative by Grameenphone is in line with the company's objective to serve local community needs by:

- Bridging the "digital divide" by providing information access to rural people
 - Alleviating poverty
- Educating the underserved and underprivileged on information-based services
 - Building local entrepreneurships and improving capacity
 - Creating employment opportunities for the unemployed youth

CICs are a unique business model that has won appreciation from the International community, such as from the Washington Post, from UNDP, as well as the blessings of several International bodies like Katalyst and the GSMA.

The pilot project started in February 2006 with 16 CICs; today the project has become a massive operation with over 500 CICs operational in nearly 450 Upzilla's.

The short-term plan of this initiative is to establish at least one CIC in each of the 462 Upazilla's. In the long-run Grameenphone plans to increase the number of CICs substantially so that very CIC can support the information needs of four adjacent villages.



2.8 Grameenphone's major products & Services:

2.8.1 Products:



Bondhu

This package with the highest number of F&Fs allows you to talk to your near and dear ones at the lowest rate.

Amontron

"Amontron" is the new attractive price plan from Grameenphone which gives you the opportunity to talk to any other operator at a call rate of 11 paisa per 10 second (24 hours).

'Xplore' is a postpaid connection and is available with Mobile to Mobile with BTCL connectivity. BTCL incoming is absolutely free in Xplore.



Aapon

You can talk to over 37 million Grameenphone numbers at a very low rate



Smile

The Grameenphone Smile prepaid connection now gives you more freedom, more opportunities and more reasons to smile!!



djuice

New djuice price plan from Grameenphone Ltd. is designed with the Youth in mind!

2.8.2 Value Added Service (VAS)

Grameenphone also introduced a number of value-added services during the last eight years. It may be noted that Grameenphone was the first mobile phone operator in the country to introduce value-added services like Voice Mail Service, Text Mail Service

and fax and data transmission services. Grameenphone also launched the Wireless Application Protocol (WAP).

International Roaming (IR)

The International Roaming facility is another useful service provided by Grameenphone. Subscribers of the GP Regular and Anytime 450 service can use their mobile phones in many foreign countries with this facility while subscribers of other networks can also use their mobile phones when they are in Bangladesh. Presently Grameenphone has International Roaming agreements with more than 240 mobile phone operators in 80 countries.

SMS (Short Message Service)

With this service, you can receive and send Text Messages (a maximum of 160 characters per message) to any GP or other mobile and to foreign operators' (international) mobiles as well (conditions apply).

SMS Push-Pull Services

With Push-Pull service, you can enjoy more than 160 contents (Ex: Usage Info, Payment Status of last bill, Sports news, Emergency numbers, Restaurants, Airline and Railway timing, travel info etc.).

EDGE / GPRS service

This service allows the subscribers to browse the internet, send or receive e-mails and use all the advances of multi-media messaging in a 3rd generation mobile environment.

Chapter 3: Analyses of Company Strategies

3.1. 1 Business Level Strategy:

The Company wants to penetrate the market by offering reasonable prices. But the real catch lies in the fact that GP offers quality, innovation and added features (services) rather than going for a price based competition. To achieve superior quality in its products, it follows total quality management (TQM) that helps it in the following ways: Improved quality means that costs decrease because of less rework, fewer mistakes, fewer delays and better use of time and materials

As a result, productivity improves. Better quality leads to higher market share. This increases the company's profitability and allows it to stay in business. To achieve superior quality, it implements the following things:

- Build organizational commitment to quality.
- Focus on the consumers (their needs).

- Find ways to measure quality.
- Set quality goals and create incentives (performance bonus).
- Identify defects and trace them at source.

3.1. 2 Human resource strategy:

The number of total staff is more than 4500. The company wants to increase training for its support staff to increase the ability to fix a problem on the first service call and to reduce the period of time consumers have to wait for technical help. Grameenphone Ltd wants to recruit top talents in every department of the company.

3.1. 3 Marketing strategy (4Ps):

<p>EOY 2011</p> <p>Over 8,900 Point of Sales</p> <p>Over 5,700 Base Stations</p> <p>310 Roaming Partners (in 115 Countries)</p>
--

Products Strategy: Grameenphone has worked to provide its subscribers with continuously innovative products and services.

We have redefined the mobile landscape of Bangladesh with our innovative pre-paid and post-paid products and valued added services in the market.

We are continuously working to make our products easier to use and easier to understand. This is the Company's edge against the competitors – providing better products and services... and providing it FIRST!

Price strategy: The Company follows penetration-pricing policy. It offers the quality product at the cheapest price.

Promotional strategy: The Company follows mass promotional strategy. Promotional media include TV, daily newspapers, billboard, transportation advertising etc.

Distribution: The Company has developed its own distribution network consisting of more than 700 points. It has its own distribution vehicle and number of employees to deliver products. As a result, it has more control over distribution.

3.2 Objectives of the company

Grameenphone has a dual purpose to receive an economic return on its investments and to contribute to the economic development of Bangladesh where telecommunications can play a critical role. This is why Grameenphone, in collaboration with Grameen Bank and Grameen Telecom, is aiming to place one phone in each village to contribute significantly to the economic benefit of the poor.

3.2.1 The Strategies

Grameenphone's strategy is coverage of both urban and rural areas. In contrast to the "island" strategy followed by some companies, which involves connecting isolated islands of urban coverage through transmission links, Grameenphone builds continuous coverage, cell after cell. While the intensity of coverage may vary from area to area depending on market conditions, the basic strategy of cell-to-cell coverage is applied throughout Grameenphone's network.

3.2.2 The People

The people who are making it happen- the employees are young, dedicated and energetic. All of them are well educated at home or abroad, with both sexes (gender) and minority groups in Bangladesh being well represented. They know win their in hearts that Grameenphone is more than phones. This sense of purpose gives them the dedication and the drive, production-in about eight years- the biggest coverage and subscriber-base in the country. Grameenphone knows that the talents and energy of its employees are critical to its operation and treats them accordingly.

3.2.3 The Technology

Grameenphone's Global System for Mobile or GSM technology is the most widely accepted digital system in the world, currently used by over 900 million people in 150 countries. GSM brings the most advanced development in cellular technology at a reasonable cost by spurring severe competition among manufactures and driving down the cost of equipment. Thus consumers get the best for the least.

3.3 Strategic objectives

Grameenphone wants to maintain the lead and to overtake the competitors in the country is what Grameenphone has been dedicated to seeking.

- It wants to provide all its employees with challenging and rewarding work, satisfying working conditions, and opportunities for personal development, advancement, and competitive compensation.
- It wants to capture bigger market share.
- It wants to achieve low operating costs.
- It wants to offer broader and more attractive research for its products.
- It wants to enhance the satisfaction of its consumers.

3.4 Financial objectives

Grameenphone Ltd wants to earn growth in revenues and earnings.

It wants to earn wider profit margin.

It wants to realize higher return on invested capital.

Part 2

(Project Part)

Chapter 1: Introduction

1.1 Introduction to the Topic:

MBA academic program is the building up of the theoretical knowledge about business administration which is the base of practical knowledge. MBA internship program is an attempt to provide business students an orientation to a real life business situation in which we can observe and evaluate the use and applicability of the theoretical concepts which were taught in the classrooms. As per norm this report is the requirement of the fulfillment of the internship program. This report is the outcome of my works in Grameenphone Ltd.

1.2 Main Subject of Research Report:

The Research report is on '**HR Strategies of Grameenphone Limited.**'

1.3 Objectives of the study:

- **Primary Objectives:**

- ✚ To discuss about telecommunication business in Bangladesh.
- ✚ To present a background and introduction of Grameenphone Ltd.
- ✚ To focus on the business and operations of the company.
- ✚ To discuss about Human resource Planning (HRP).
- ✚ To discuss about Recruitment and Recruitment Policies.
- ✚ To discuss about selection.
- ✚ To discuss about Training and Development.
- ✚ To discuss about Transfer, Termination and Other Disciplinary Action.
- ✚ To discuss about Benefits, Leave and Other Allowances.
- ✚ Analysis of Financial Statement of the Organization.

- **Secondary Objectives:**

- To have Knowledge on Grameenphone Ltd. and telecom industry.
- To improve corresponding and report writing ability.
- To fulfill requirement of the internship program.

1.4 Scope of the Study:

The scope of the study is limited within telecommunication business in Bangladesh. It is also limited within the organization of Grameenphone Ltd. and for that reason that information was very much restrictive within the organization as the telecommunication business is going to be very much competitive. Here I discuss with the topics related to the profile of the organization, Human Resources activities and Financial Statement of Grameenphone Ltd.

1.5 Limitations:

- The company does not have sufficient source of secondary data and collecting of data was not smooth.
- Analyzing financial data is much more confusing and complicated than any other data.
- It was really difficult for me to accumulate confidential financial data.

1.6 Methodologies:

For the purpose of the study data and information have been collected from both primary and secondary sources. The relevant information collected from primary sources is collected in an informal way. My work experience in Grameenphone Ltd helped me a lot. Besides this, regular conversations with many GP employees and I have interviewed and taken some suggestions orally from the personnel of Grameenphone Ltd. The secondary sources for data collection were published

annual reports, monthly financial newsletters and monthly newsletters of Grameenphone Ltd

Chapter 2: Review of Related Literature

- Image Guide Book of Grameenphone.
- Grameenphone Annual Report (2011-2012)
- Divisional Annual report(Commercial Division)
- Newsletter of Grameenphone Limited
- Telenor Profile
- www.gpcic.org
- GP@Work: GP's Own Internal Website
- Web Site: www.grameenphone.com
- Web Site: www.telenor.com

Chapter 3: Human Resource Strategies

Section: 1

3.1.1 Human Resource Planning:

Human Resource planning is the process of getting the right number of qualified and competent people into the tight job at the right time. Putting another way, HR planning is the system of matching the supply of people internally and externally with the openings the company expects to have over a given time frame. The quality of the candidate and

his/her expertise are deciding factor how Grameenphone will succeed in achieving its visions, objectives and tasks.

Human Resource planning in Grameenphone must be a part of the Company's overall plan. When drawing up Human resource plans, it is important to take the following factors into consideration:

- Potential/expected workload and expertise requirements and to ensure the optimum and effective utilization of the Human resources for the entire Company, both for current and future requirements.
- Possibilities for greater efficiency through reorganization and the use of tools/facilities, and making adjustments during expansion and contraction.
- Employee turnover/employee mobility
- Potential transfer, promotion, periods of leave etc and design and implement plans to help achieve manpower objective.

Human Resource planning should start at the beginning of the year so that HR can coordinate Human Resource planning process at the right time. Also necessary budget provisions are important factor to look into.

3.1.2 Classification of Employees:

Regular Employment:

Career with Grameenphone starts with a regular employment which is permanent in nature

Contractual Employment:

This type of job is project-based in nature. Working hour remaining same as regular employment, the contract is made for a certain period of time, with a fixed salary paid at the end of the day/month. The employment ends when the contract expires.

Part-time Employment:

Students are encouraged to apply for this type of job. Working hours are adjusted to match their class schedule and company need. This job also ends upon the completion of contract.

Internship:

Upon the completion of graduation courses, students are assigned internship projects in their area of concentration. Under the supervision of a regular employee, they work for the company for three months to generate a report on the project findings and recommendation.

Industrial Attachment:

Students from Engineering/Technical institutes spend some time in the company to get real life exposure related to their theoretical knowledge. During this tenure, technical experts in our company guide them accordingly that helps to enhance their knowledge.

3.1.3 Job Description:

Recruitment process ideally begins with the analysis of job description and person specification for that job. A job description and analysis of person specification provide the foundation for stipulating the job title and salary scale of the position. Person specification defines the education, training, experience, and competencies required by the job holder. The person specification is vital, because the key part of the person specification, established at the beginning, is used in structured selection interview.

Job description is the basis of Grameenphone's recruitment, selection and placement, training, performance appraisal, salary administration, promotion and other personal actions for its employees.

Job description is prepared by respective Head of the Department and a copy of it is sent to HR. in case there is any change in the duties and responsibilities, then job description must be revised. A copy of the latest job description is kept in employee's personal file.

The appointing authority and the line manager shall ensure that each employee has an appropriate and updated job description stating clearly the context, purpose, organogram, duties and responsibilities of the employees and person specification.

A copy of the job description is provided to the employee when he/she is appointed, promoted, newly assigned or when deemed necessary.

Section: 2

3.2 Recruitment Strategies:

3.2.1 Recruitment sources:

An effective recruitment always starts with the correct selection of sources of human resources. A recruited employee who has not the right skill cannot perform effectively. As a result the overall performance level is sure to deteriorate which has significant effect on the Company performance. Therefore, Grameenphone has been on continuous search of effective recruitment sources.

Internal sources:

It is Grameenphone's policy to give preference to appoint internal candidates provided that the employee is suitably qualified for the vacant or new position and also meets the existing and future requirements. Appointments may be made by the way of promotion, up gradation, or transfer with the approval of the authority. No one is allowed to apply for appointment during probationary period. Promoting internal employees on the basis of succession planning may also be looked into. "As a usual procedure, job vacancies in Grameenphone will be advertised through internal notices to the concerned offices.

External sources:

Whenever job vacancies are required to be circulated outside, the main objective will be to attract a pool of candidates to apply from which qualified candidates for job vacancies can be chosen. Here are a number of external sources that will be used by the company:

Newspaper advertisement:

Vacancy announced will be circulated by publishing advertisement in the national newspapers. The newspapers that are widely circulated will be chosen for publishing advertisement, one in English and one in Bangla.

Request to other organizations:

In some cases, if deemed necessary, Grameenphone may request other organizations to circulate job vacancy among their employees. Job vacancy advertisement may be posted in their notice board as well.

Employee referrals:

Employees of the Company may refer prospective job seekers to HR Department. There are professional or technical jobs which are frequently harder to fill. Employees with hard-to-find job skills may know others who may meet the desired job requirements and do the same work. In such case, employee referral method may be useful.

Walk-ins and Write-ins:

Often Job seekers arrive at HR department in search of a job. They are walk-in people. Write-ins are those who send their curriculum resume for suitable position. Both groups may be asked to fill up an application blank. Their relevant information may be kept in active database file for any suitable position in future. Based on their suitability, they may be called for interview against any vacant position.

Website:

Modern information technology such as website [http://www.Grameenphone .com](http://www.Grameenphone.com) also is utilized for advertising job vacancy of certain senior positions.

The role of HR personnel is very important in dealing with external job seekers because the outsider individuals draw an impression about the company on the manner their candidature has been dealt with. HR department should greet the candidates in a pleasant manner, provide with pertinent information about job openings, and treat them with dignity and respect. If so, the applicants are expected to develop a listing positive impression about the company.

3.2.2 General recruitment policies:

1. Grameenphone is committed to recruit suitably qualified and experienced Bangladesh citizens for vacant positions by way of:
 - a) Implementing effective and appropriate recruiting, screening and selection procedures,
 - b) Identifying and implementing standard selection procedures that are relevant to education, skills, training, experience and knowledge necessary for successful job performance,
 - c) Confirming the hiring procedures to country's law and in line with the Company's requirements and financial situation.

2. From manpower requisition/publishing advertisement step to placement step, a total of 29 working days will be required.
3. Individuals between the ages of 18-57 years can be hired as regular employee of Grameenphone.
4. Under no circumstances a regular or contract employee of any other organization is allowed to undertake regular, long-term or short-term contract employment in Grameenphone.
5. All appointments in Grameenphone shall conform to its existing position with Grade and Salary level.
6. In the spirit of internationalism, Grameenphone may recruit senior employee from abroad in case suitable national employee could not be hired, upon approved by Board of Directors.
7. The employment status can be changed from regular to contract or vice versa depending on the situation arising from Company need or a situation that arises on the ground of performance.
8. The Grameenphone internal applicant will be entitled to travel expenses, according to the Company policy, for the interview held in other than his/her place of posting.
9. HR and the concerned line manager will maintain absolute confidentiality of the implementation of any part of the recruitment process. No query will be responded or no information will be provided regarding the status of any recruitment until the entire process is complete.
10. It is an important role on the part of HR to evaluate the effectiveness of recruitment methods, short-listing criteria, testing tools being used etc. an evaluation is useful to validate hiring steps and subsequently adopt better selection procedures for the Company.

Section: 3

3.3 Selection Strategies:

Selection process includes series of specific steps used to decide who should be hired. Selection process begins when recruitment ends subject to sufficient number of applicants obtained who are willing and able to do hold the job. The purpose of the selection interview is to collect information about a candidate and assess how far he/she can perform in the job.

Selection process involves screening and appraising the applicants in a systematic manner. Those who are found not suitable for the jobs are excluded from selection tests. During selection process, Grameenphone focuses on performance-related issues whether the applicant fulfils the job requirements and can do the job. The Company uses a multiple cutoff technique including series of screening devices.

3.3.1 Short listing of candidates

Short listing is done on the basis of appraising information on the application form in the light of job specifications of a job being advertised. How far a candidate meets the job criteria will critically be reviewed. The short listing method should be qualitative one where managerial judgment plays an important role.

Short listing depends on the nature of job. Before short listing of candidates for tests, job criteria are set by HR and line manager. There are general and technical job criteria that a candidate has to meet for consideration of next step of selection. HR determines general criteria while line manager determines technical criteria. Although both the type of criteria is important, however, it is the nature of job that determines which type of criteria should give more weightage than other.

Short listing will be done by evaluating the following:

- 1) Educational qualification: whether the candidate has the required education qualification
- 2) Relevant job experience and required skills: how far candidate's most recent job experiences and skills match the job requirements of the position in question.

The candidate may have irrelevant job experiences and skills that will not be considered during short listing.

The following situations may provide some guideline during short listing:

Situation	Short listing decision
Highly relevant job experience and meets all or most job criteria and length of past job experience fully or fairly satisfactory	Should be considered
Moderately relevant job experience and meets most or fairly moderate level of job criteria and length of past job experience is fully or fairly satisfactory	May be considered subject to the number of candidates based on above are not up to the desired number
Irrelevant job experience, meets little job criteria and length of past job experience is fairly satisfactory or unsatisfactory	Should be considered

Grameenphone follows a standard set rule of short listing of candidates. For one position the number of candidates for written test should be more than 8. The number of candidate in the oral test should not be more than 4-5.

3.3.2 Role of different departments in short listing

In regard to short listing of candidates, the role of the concerned line manager and HR is crucial. HR is in better position to know exact job specifications, job challenges and job standards; therefore the responsibility of short listing rests on HR.

For non-technical positions, HR will exclusively be preparing short list of candidates. For technical positions, HR will seek line managers input, if necessary. The procedure is that line manager will send technical job criteria to HR who match those criteria and will ultimately candidates.

During short listing the following criteria must be taken into account:

- Type of the position
- Urgency of a personnel
- Career development of the position
- Importance of other related skills for that positions

3.3.3 Administering tests and interview

Following short listing of prospective candidates, internal and external, appropriate employment tests such as written tests, oral tests or any other tests as deemed fit will be arranged to assess candidates suitability for the position. Through the tests candidate's selected psychological factors such as intelligence, aptitude, temperament and attitude will be measured/observed.

The main focus of employment tests will be on:

- 1) job related questions to assess in-depth knowledge of the candidate
- 2) assessment of mental ability, reasoning, memory etc
- 3) assessment of potentiality and ability to learn
- 4) proficiency in performing tasks
- 5) assessment in line with job analysis

The selection is made on the basis of successive hurdle approach. The candidates will be rejected following each of the stage or test being administered. Performing in one test will not be considered in the succeeding tests rather the performance in the next stage will be decisive factor for selection.

Written and oral test questions will be drafted by HR. A set of questions of technical nature will be drafted by line manager and be sent to HR confidentially from which few will be included random basis by HR. while finalizing test question, HR will stick to job requirements of the position and maintain relevance, consistency and standard on the pattern of questions.

The type of question will depend on the nature of the position. Usually a combination of multiple and narrative type of questions will be set in the written test.

All multiple type of answers will exclusively be checked HR. Also the non-technical narrative part of the written answer papers will be examined by HR while the technical part will be checked by line manager. The compilation of score obtained in written test will be done by HR. It is the responsibility of HR to select and call candidates for subsequent tests based on the performances of written tests.

The minimum qualifying score in the written test is 50%. Candidates who have qualified in the written test will be invited for the next selection test.

Section: 4

3.4 Training and Development Strategies:

3.4.1 Training Need

Grameenphone training policy is to support employee training which is directly linked to the individual's specific jobs and his or her future development. The training program is expected to enhance job-related knowledge as well as develop technical and/or managerial skills. In addition to training program, employees are encouraged to search and utilize personal developmental opportunities for his/her career progression.

3.4.2 Mode of Training

Grameenphone organizes in-housing training programs for its employees. Senior staff, in-house trainers, or consultants hired for special purposes provide such training. Grameenphone provides need-based training to the employees through using appropriate external training institutes.

The company also sends selected employees to other countries for attending need-based technical or management training.

3.4.3 Career Development

Career planning/development identify a sequence of development activities, formal and informal, short-term or long term that help make an individual capable of assuming a higher position in future.

Divisions are responsible for selection employees to enhance their performance to take higher responsibility in future. Divisional Head is to facilitate the development of a subscriber's career.

Management is responsible for providing leadership and ensures effective training programs by investing in training. HR will pay facilitator's role in career development.

3.4.4 New Employee Orientation Program

When a new employee joins the Company, s/he needs to be introduced to his/her job as well as to the Company. The objectives of the orientation are to welcome the incumbent, orient him/her about the Company's vision, purpose, values, shareholders, service rules, divisional activities etc. This will make a new recruit feel s/he is part of the Company.

HR will arrange a two-day orientation program as per requirements. The representatives from each division will make divisional presentation. Each employee must attend the next available orientation program from the date of his/her joining.

3.4.5 Training Calendar

HR prepares a yearly training calendar based on the identified training needs of the employee. The management team will review and approve the calendar before implementation.

Section: 5

3.5 Termination and Other Disciplinary Action Strategies:

3.5.1 Transfer

The company has the right to transfer an employee from one location to another at any time, at any circumstances depending on its need. Even a transfer order is delivered at a short notice; the concerned employee must be willing to accept it. By moving people into jobs in the same grade, managers may be able to improve the utilization of their human resources. Transfer may also be beneficial to job holder, since the experience may provide a person with new skills and a different perspective. All transfer issues are

handled by HR. HR issues transfer letter at any time with or without giving any notice period to the employee in consultation with departmental head.

A placement at another location for a period of more than 30 days is treated as transfer. During transfer, an employee's salary and benefits level remain the same. However, the employee may receive normal relocation facilities such as travel expenses, per diem and hotel rent if located at another place away from the normal location for less than 30 days.

For any temporary transfer for a period of more than one month and less than three months, an employee will be entitled to the following transfer benefits:

- Accommodation facilities or alternative arrangement with prior approval from the immediate supervisor
- A disturbance allowance of Tk. 5000 per month
- A return air ticket as per entitlement of the employees once in 30 days.

If a transfer is made on permanent basis then the employee will be eligible for the following benefits:

- 1) Expenses in relating to shifting of personal effects, and
- 2) Disturbance allowance of Tk. 20,000 for Manager and above and Tk. 10000 for DM and below level.

3.5.2 Termination

Employees are required to perform and behave acceptably but whenever deficiencies in performance and behavior threaten to interfere with efficient Company operations, they must be corrected.

Termination is a serious course of action that should be considered only when it is clear that less drastic action will no serve the purpose. It is the discretion of the Grameenphone management to decide which course of action will warrant termination.

Grameenphone can terminate a permanent employee at any time without assigning any reason whatsoever by serving one hundred and twenty days notice or pay in lieu of such notice.

The employee will be paid gratuity for every completed year of service or for any part thereof in excess of six months, in addition to any other due benefits as per the Company policy.

The probationer will be terminated without any notice or pay.

The termination of contract, unconfirmed or part-time employment will be approved by Head of HR while the termination of Confirmed employee must be approved by Managing Director.

3.5.3 Discharge

An employee may be discharged from Grameenphone service for reasons of physical or mental incapacity or continued ill health or other reasons not amounting to misconduct. Discharge is not due to the shortcomings in the employee's performance.

A medical board comprising 2-3 registered medical practitioners will be formed to examine the employee's health condition and submit their recommendation. Based on the board's recommendation, discharge decision will be made.

The discharge of any category of employee will be approved by Managing Director.

The employee will be give one month's notice or pay in lieu thereof. The employee will also paid gratuity for every completed year of service or for any part thereof in excess of six months, in addition to any other due benefits as per the Company policy.

3.5.4 Resignation and Exit Questionnaire

A permanent employee of Grameenphone can tender resignation from his/her service by giving one month notice. Failure so submit resignation letter prior to one month notice will result deduction of one month's basic salary.

The resignation letter is submitted to respective departmental Head who in turn sends a copy of it to HR with his/her acceptance and comments. HR formally issues a resignation acceptance and release order to the resigning employee based on Department Head's comments. The issuance of release order is contingent on the following:

1. The separating employee has handed over the charges to assigned person
2. A clearance certificate is obtained from the respective Department head
3. The employee has no liability with the Company.

Once resignation acceptance letter has been issued, the employee fills up an “Exit interview Form” and submits it directly to Manager, HR confidentially without copying to any body. The form is kept strictly confidentially and is not a part of employee’s Personnel file.

Objective of Exit Questionnaire: The objective of filling an exit questionnaire is to know why the employee leaves the Company. After compiling the information provided in the questionnaire, management examines the causes and takes preventive measures to minimize employee turnovers.

The employee gets usual service benefits and unpaid salary, if any, as per Company policy at the time of leaving the Company.

Section: 6

3.6 Compensation & Benefits Other Allowances Strategies:

Compensation is what an employee receives in exchange for his/her physical and mental works, and contribution to the company. Compensation does not represent only salary but a wide range of benefits and service are part of the total compensation package. Grameenphone wishes to pay rewarding and competitive salaries to attract, retain and motivate competent and skilled employees at all levels of the Company.

Grameenphone wishes to design a compensation system that has strong positive impact on employees and ultimately on the Company's performance. Keeping Company's strategic objectives and unique characteristics and environment in mind, Grameenphone determines a number of criteria for designing a compensation system. The criteria are:

Internal and external Equity: Internal equity means that there should have fairness of the pay structure within the Company i.e. similar jobs get similar pays. External equity assures that jobs are fairly compensated in comparison with similar jobs in the job market. To achieve internal equity, periodic job evaluation that assesses the relative worth of jobs throughout the Company should be conducted. On the other hand, to achieve external equity, periodic market survey and cost of living adjustment should be taken into account.

Competitiveness: There are obvious affect of market forces on compensation. Compensation must respond to the supply of and demand for employees in the market since employers compete for work force.

Cash and non cash benefits: Cash payment motivates employees through monetary rewards such as salary and allowances. The Company pays cash benefits according to ability to pay. Non cash benefits such as job security and making the job interesting is also taken into account.

Performance based pay: Employee productivity, skills and performance are also important determinants of the compensation system of the Company.

3.6.1 House Rent

House rent is another component of pay structure. The amount of housing allowance is expected to allow employees to rent a reasonable but standard house. To the extent possible, a fair level of consistency between house rent and the respective employee's living standard is ensured. The Company expects that employees rent a standard house.

The housing allowance is calculated at a certain percentage of respective employee's basic salary. The percentages are shown in -3. The percentage is equal irrespective of employee's place of posting.

If an employee joins or leaves the Company on a day other than the beginning of a calendar month, then his/her housing for that month will be calculated fractionally by dividing house rent by 30 days as set standard.

3.6.2 Medical Allowance

Medical allowance is paid to the employee at a fixed amount and the monthly payment is made according to their position entitlement

This medical allowance is in addition to hospitalization or on duty accident benefits, if any.

3.6.3 Employee Transportation Benefit

Grameenphone provides transport benefits to all employees as per the following guidelines & procedures. For administration purposes of this employee benefit, the Transport Section and the Transport Policy will be applicable.

It is essential that all employees use the transport benefits as specified in this policy as per rules and guidelines described herein.

For local travel outside office on official purpose, the employee will be reimbursed actual travel costs. In this regard, employees should claim reasonable transportation costs. Individual employees availing the car scheme will have to bear 1/3 (one third) of the total cost of the car.

3.6.4 Fixation of Salary

Grameenphone wants a salary system which rewards qualification, good practice and performance. During fixation of employee's salary, Grameenphone looks at the following criteria:

- Company's affordability to proposed salary level
- Competitive pay in the market for similar job
- Growth of the Company
- Individual's economic welfare
- Fairness and equity

There are number of ways Grameenphone fixes employees salary. They are:

- i) During appointment through salary negotiation. The salary for the new hires will be fixed based on the position level (-1), the applicant's qualification, skills, experiences and the budgetary provision,
- ii) Year end inflation adjustment with the basic salary,
- iii) Salary adjustment during confirmation, based on performance,
- iv) Due to revision of salary structure, an employee's salary will be adjusted in such a way that the new salary shall not be less than his/her current salary.
- v) For a promotion to higher Grade, employee will occupy the step of the upper grade in such a way that he/she receives an increased salary not less than his/her one step increment at the current grade.

3.6.5 Late working hours and representation allowance

Manager (including DM) and above level of employees are permitted to claim entertainment allowance of Tk. 200 per day for working three or more hours of work in excess of their normal working hours.

3.6.6 Inflation Adjustment

Since employee's cost of living standard is changing over time, therefore, management urges that there is a need for adjusting average cost of living. To do this Grameenphone

has devised a mechanism to adjust employees' salary with country's inflation rate. It is expected that such policy of periodic salary adjustment will keep money value of salaries roughly constant in terms of their ability to purchase goods and services.

The inflation rate will be calculated by collecting data from different organizations. The most recent available data of previous fiscal year will be considered. HR Department will observe and collect information from similar organizations and analyze financial implications due to such adjustment. The proposal will be initiated by Director, HR and submitted to Management Committee for approval.

Every year in December, HR will initiate the process and the adjustment of inflation with the respective employee's basic will effect from January 1 of the next year.

3.6.7 Increment

Grameenphone adjusts employee's salary in a number of situations. This is one type of benefit being offered to the deserving employees with a view to recognizing their best services rendered to the Company and thus keep their morale high. Regarding approval of Increment, Company's discretion is vital. Obviously, the basis is performance and any other relevant factors that the company deems fit to be given due consideration.

There are two types of salary increment:

i) Performance Increment: An employee will receive salary increment in case he/she demonstrates excellent performance throughout the performance year and is recommended for increment by immediate supervisor according to Performance Appraisal Process of the Company.

ii) Increment during Confirmation: At the time of confirmation, salary increment may be approved by HR Director based on the recommendation of Director/ Divisional Head. The concerned Head/Director proposes for increment with proper justification and HR Director, upon review of the justification, finally approves increment during confirmation. This type of increment may be considered for excellent performance during probationary period.

3.6.8 Overtime

Company expects that employees shall have proper work plan. Disorganized or unplanned work habit that necessitates extra hours to work is discouraged. In case of

emergency, employees may require working beyond normal working hours for a short duration as approved by department /section heads.

Overtime Policy

Employees in officer level or below are eligible for claiming overtime allowances.

Normally overtime is calculated at the double of basic salary on standard working hours (208 hours a month). The hourly overtime rate is calculated as under:

$$\text{Overtime Hourly Rate} = \frac{\text{Monthly basic salary}}{208} \times 2$$

3.6.9 Shift Allowance

Shift allowance is paid to managers and below level employees who work in a shift other than normal working hours of 8 AM to 5 PM.

The shift allowance is paid by hourly rate. There are different rates for different established shift jobs. Respective department can define shift hours according to own convenience but payment will be made as per the following table:

<u>Shifts</u>	<u>Duration</u>	<u>Rate per hour</u>
General Shift	8 a.m.-5 p.m.	00
Evening Shift	4 p.m.-12 a.m.	30
Night Shift	12 a.m.-8 a.m.	45

Shift allowance is also applicable for contract employees at the above rate.

3.6.10 Bonus

All employees are eligible for two bonuses in a calendar year which is an amount equivalent to their two months basic salary.

One bonus is paid during Eid-ul-Fitr at a flat rate to all employees irrespective of the religion. Another bonus is paid as per the following festival of different religious affiliation:

Muslim	:	Eid-ul-Azha
Hindu	:	Durga Puja
Buddhist	:	Buddha Purnima
Christian	:	Merry Christmas

Two month's basic as bonus is paid in full for a calendar year or a pro-rata amount for incomplete calendar year, whichever may be the case. The bonus will be paid according to the basic that is due on the festival day, not the basic on the payment day.

3.6.11 Educational Grant

An employee can avail Educational grant for pursuing higher studies in a discipline related to current responsibilities or in an area where he has future career aspirations. This will enable him/her to have personal development and better contribute to the business.

Eligibility: Employees at any level having two year or more service length with Grameenphone will be eligible for the Educational grant.

Conditions: To sustain eligibility for the Educational grant, an employee must maintain at least an average standard in each semester/period through out his course. In case his CGPA/class falls below the above mentioned standard, he/she will not be reimbursed for that particular semester/period.

An employee availing the Education Grant will sign an agreement to serve the company for 2 years from the date of completion of the course. The employee will submit a formal letter from the Educational Institute clearly mentioning the date of completion of the course. In case of separation from the company before the 2 years term, proportionate cost considering the 2 year period will be deducted from his final settlement amount. In case the employee discontinues the course, or is separated from the company during the course, full amount will be deducted from the final payment.

3.6.12 Children Education Allowance

Children education assistance is an incentive to share employees' children's educational expenses. All confirmed employees will be eligible to avail children educational benefit.

3.6.13 Provident Fund

The permanent employees of the Company are eligible to become members of the Provident Fund. Employee contributes 10% of their basic to the provident fund and the Company makes equal contribution to the fund. The Company's contribution starts once the employee has become permanent employee of the Company.

The PF maturity period is three years. Employee has to serve minimum three years for being eligible for both employee and company contribution.

3.6.14 Gratuity

Gratuity is paid to an employee for providing a life time service to the Company. The eligibility is minimum five- year service with the Company.

Gratuity amounts are linked with the respective employee's length of service which is as follows:

Gratuity	Years of Service
@ 1 month's basic/for each year	5 years
@ 1.5 month's basic/for each year	5 Years to 10 Years
@ 2 month's basic/for each year	More than 10 years

3.6.15 Employee Mobile Phone

Grameenphone provides mobile phone to all employees that facilitates our work and establishes communication between employees and family.

3.6.16 Accident Benefit

In the event, an employee regular or contract, meets an accident while in working hours, in the workplace, and during carrying out work, the employee will be reimbursed 100% of all legitimate expenses in respect to such accident. “On duty” means that the employee has been in the course of discharging official assignment which is attributable to the pursuit of work objectives. If an accident occurs at a time when the employee travels from residence to office but has not yet reached duty station or on his/her way to residence from the office, accident benefits will not apply.

3.6.17 Death Benefit

If a confirmed employee dies under normal circumstances, the Company will pay twenty four month's gross salary to the legal heirs of the deceased. If an employee dies by accident while on duty, the legal heirs will be paid 24 month's gross salary by Insurance Company.

Death benefits will not apply if death is caused by suicide, during taking part in political activities or by criminal prosecution.

Section: 7

3.7 Leave Strategies:

3.7.1 Sick leave

There will be no standard annual entitlement to sick leave. Sick leave at actual will be availed based on advice of registered medical practitioner. For sick leave of three days or more, certification of registered doctor or HSE head is required. An assessment will be carried out by HSE/ medical board if any employee is frequently availing sick leave.

3.7.2 Maternity leave

A female is granted maternity leave for a period of 16 weeks. A female employee can avail the maternity leave only twice during her tenure with the company.

A female is not entitled to maternity leave unless she has completed a period of not less than nine months immediately preceding the day of the delivery.

A pregnant employee should inform in writing to her supervisor confirming her delivery date along with a medical certificate.

A female employee should not be dismissed during maternity leave without sufficient cause.

3.7.3 Paternity leave

A male employee is granted one week of paternity leave during his child birth. A male employee can avail the maternity leave only twice during his tenure with the company.

The condition is that he stays with his wife and uses the time to look after his family and home. If he does not live with his wife then he has no right to take such leave even if he is the child's father. Such leave can be taken before and/or after the birth of a child.

3.7.4 Annual Leave

An employee will be allowed to avail 25 days of annual leave per annum. Maximum 15 days annual leave will be carried forward to the succeeding year, if any, and excess of 15 days annual leave as of December 31st will be forfeited automatically.

3.7.5 Recreation Leave (LFA)

Every employee must avail 5 annual leave at a time in a calendar year, proportionate annual leave will apply in that case.

Section: 8

3.8 Other Human Resources Related Activities

3.8.1 Identity Card

The Grameenphone employees must have their respective Identity cards with them and keep them displayed while on duty so that it is easily visible and can easily be checked against the person wearing it. External visitors, who arrive a Company premises on official business, must always be collected and escorted temporary ID cards to and from reception.

ID card is not transferable to anybody. HR will issue ID card to all employees of Grameenphone at the time of their joining. The employee will sign an undertaking that he/she will carry out all official rules in this regard.

3.8.2 Confidentiality of information

All employees must maintain secrecy in respect of all Company matters and polices. All employees are bound to retain silence regarding all business relation or other relations who could provide unauthorized information to outsiders, especially competitors. Technical or business related information should not be shared with outsiders and those will remain within the framework of sales or general information activities. A Secrecy and Loyalty Form has to be signed by all employees of Grameenphone. The employees will declare that they will maintain secrecy in all matters that come to his/her knowledge during employment in the Company and shall not divulge matters relating to the operation of Grameenphone in any respect. Non-compliance of any of the provisions contained in the declaration form would lead, at the discretion of Grameenphone, to disciplinary actions according to Company Policy.

3.8.3 Employee Information

Outside organizations or individuals may request Grameenphone for ex-employee or present employee information. The sharing of any of the information with them exclusively depends at the discretion of Grameenphone. Employees may ask for Experience certificate or salary information certificate from Grameenphone for any valid reason. In such case, Grameenphone may issue such certificate to the employees. HR, in consultation with line manager, may issue such certificate.

Chapter 4: SWOT Analysis of Grameenphone Ltd.

STRENGTHS:

- Being the largest player in the market, GP has a considerable amount of hold in the market. The strengths of Grameenphone are as follows:
- Established Brand: The branding activities have led Grameenphone to build a strong brand. The mother brand is placed on the same platform as other renowned brands like British American Tobacco, Citicorp etc in Bangladesh.
- Low start up cost: A low start up cost required to reach out to the public.
- Individualism: Although Grameenphone has close affiliation with its multinational parent company, Grameenphone has an independent brand identity in the market.
- Experience in telecom market: Most of the Point of Sale (POS) i.e. the GP outlets has experience on selling telecom product. GP has the largest distribution channel in Bangladesh, which enables to offer their product in every corner of Bangladesh.
- Well located Point of Sales (POS): All the POS's are situated in good location, which ensures easy access for all the consumers of the product.
- Economies of scale: GP has now reached a stage where it enjoys economies of scale to the fullest extent. If any new punk, i.e. any new entrant tries to dig its way in by low tariff, then GP can easily counter that problem by following suit but without any losses as they are low cost producers already.
- Attractive profiling of POS which attracts the customers.

- **Wide Acceptability:** The branding activities and the service of Grameenphone have earned 69% of the market share.
- **Market Awareness:** GP has wide distribution network and good knowledge of this and therefore serves the market demand accordingly.
- **Widest Coverage:** GP has covered all over the country.
- **Extensive Market presence (availability):** To make telecommunication accessible to the mass market, GP has set up its POS in the most convenient areas of the districts under the GP network.
- **Customers Trust:** Wide connectivity, easy communication and affordable price have earned customer confidence and made people depended on GP on a day to day basis.

WEAKNESS:

- Every company has its weak points and GP is no exception to that rule. The weaknesses of GP are:
- **No Copyright:** The GP brands are not protected by copyrights, which has led to the misuse of the branding attributes and bears the risk of such misuse in future as well.
- **Market follower:** GP is not market leader as they follow others. GP is good at following suit rather than innovation. The proof of this can be seen now, as its rivals reduce tariffs and increase the increased validity of the prepaid service, GP immediately followed suit. In fact it came up with a whole new package called DJUICE, consisting of reduced call rates. This attitude of GP is a very big weakness as new subscribers are immediately attracted to the price cut of GP's rivals and by the time GP follows suit, it would have lost the potential subscribers to its rivals.
- **Lack of innovation:** GP still now does not have the latest mobile Internet technology, which by the way is quite old and did not start MMS, i.e. multimedia messaging. This is a major setback for GP as new funky stuff always attracts young and enthusiastic subscribers and thereby increasing the revenue for GP.
- **Lack of working capital for Outlet and Individual agents:** This is a major setback for GP as most of the retailers cannot provide optimum service and thereby hurting GP's image to some extent.

- Lack of well-trained personnel: Because of this, the sales personnel lack the convincing power to convince people to use GP's connection.
- Sub brands are not well established.
- Billing System: The abrupt barring of connection due to a complicated billing system confuses the customers. Such hassles lead to an unfavorable impression for the company.
- Network Limitation: Call drop, congestion, and poor connectivity with BTTB result in bad image of the company.

OPPORTUNITIES:

- Opportunities for GP are endless. They have the money and experience to diversify.
- The main opportunities for Grameenphone would be:
 - Brand Value of GP: GP products are well known for its services and quality. Because of this goodwill many potential subscribers might be attracted to GP
 - To have continuous presence of GP all over Bangladesh.
 - Helpful attitude from GP personnel. People want pampering.
 - Marketing support provided by GP. The sales and distribution channel is supported by GP, which gives the channel a wider opportunity.
 - New licenses complementing GSM telephony.
 - Strategic alliances with airtime vendors (service providers) would bring opportunities for further development.
 - More international roaming partners.
 - Good pre paid service would bring more revenue.
 - Ownership of distribution partners.
 - Stock return facility. Many retailers are attracted to sell GP products as GP has a policy to take back unsold stock.
 - Stock receiving facility on credit. Retailers also appreciate this facility to getting stock on credit and pay later.

- Hand set and Kit lifting from the same point. GP sells all cellular related products at the same place. So it is convenient for the consumer to get every thing under one roof.
- Better utilization of IT resources which would give GP the opportunity for faster growth.
- Sophisticated and flexible billing system.
- Introducing rental phones.
- Increased sale of village phone through Grameen Banks infrastructure.
- Automation of routines and procedures.
- Availability of concern contact point of GP. No matter what the time is, there is always someone at GP to answer all the subscribers' queries.

THREATS:

- No matter how big or small, companies will always have threats that question their very existence. However some threats remains within the company itself rather than from its rivals or the anticipated newcomers. These threats could arise from the strategies adopted by the company, in this case GP, which prohibit GP to function smoothly.
- The threats for Grameenphone would be:
- Public demand for discount on price. Everyday consumers are demanding lower tariffs and better quality. This might pose a threat to GP.
- GP is anticipating a possible threat from the new entrant BTTB. The state owned fixed-line monopoly BTTB has entered the market with extremely low tariffs. It is thought that the competitive environment that prevails today might be destabilized as BTTB starts operating at full potential. Currently BTTB poses very little threat to GP as they have just started their operation.
- Fluctuations in the foreign exchange market as another area of concern while possible changes in fiscal policies like the tax regime may also have a negative growth of the mobile phone sector. The import duty on Handsets has been re-fixed at BDT 3000 for a handset costing over BDT 10000 and BDT 4000 for a handset costing over BDT 10000. This would replace the existing BDT 2500 flat rate of import duty on handsets.

- According to recent study, even the existing cost of doing cellular telecom business in Bangladesh is relatively much higher than that of the neighboring countries because of the higher cost of leasing infrastructure, regulatory hindrances, high import duty on handsets, and high cost of interconnection. For example, the infrastructure leasing cost from BTTB per E-1 PCM in Bangladesh is about 10 times higher compared to that in other countries of the south Asian Region.
- Split sale. Day by day consumers are spread out to many other competitors in the market.
- Higher commission provided by the competitor cellular phone providers. This discourages the various sales agent selling GP products
- Lack of interconnection with fixed network
- Inadequate information flow regarding future planning of GP. If the consumer knows the future packages or the coverage expansion of GP in the future, then many subscribers can make decision in buying GP before they even think about other cellular companies.
- Change in regulations having negative effect on its business
- Tremendous sales pressure from GP. The sales and distribution system of GP is under severe pressure all the time to increase the sales figure. We all know that pressure doesn't always achieve the desired level of sales, but it might disrupt it.
- Political favoritism to other operators.
- Imposing sudden decision. The sales and distribution network has to cope with sudden decisions at times. This hampers the smooth functioning of the entire system.
- Decision making without prior consultation. Some decisions are made without consulting the sales personnel.
- In addition, Voice over IP, launch of new operators and other operators' prepaid service would be some of the threats for GP.

Chapter 5: Problems and Prospect of the organization

5.1 Problems

- ✦ Sometimes poor network is the vital problem for the subscribers due to some planned works.
- ✦ Still all the people of Bangladesh are not under GP network coverage and scope are still there.
- ✦ Grameenphone provides less facility for the subscribers. It charges more for any services than other operators.
- ✦ Call waiting time in hotline is high.
- ✦ Sometimes users' dissatisfaction arises due to unavailability of connection facility while there is some planned work or technical up gradation.
- ✦ Not enough facilities for subscribers. For example, prepaid subscribers are still getting one friends and family number for low charge while other operators are giving five friends and family numbers. So GP is losing product attractiveness.
- ✦ The only way for application, suggestion or any valid reason of any subscriber they need to send FAX which is complicated, time consuming, expensive and also difficult from a remote place.
- ✦ Employee motivational training is not improving.
- ✦ Recently Grameenphone Ltd. Charges for transportation facility even for the employees who usually do their office at odd time (other than 8am to 5pm). Recently it creates huge employee dissatisfaction.
- ✦ Current limit for post paid subscribers (tk500) is not justifiable for some valued subscribers.
- ✦ More emphasis in profit making.
- ✦ Most of the customers in Bangladesh are illiterate. Sometimes it becomes very difficult to make them realize about the new product and offer.

5.2 Prospects

In spite of having some problems, prospect of Grameenphone Ltd. is very good for the following reasons:

- ✦ Strong network all over Bangladesh

- ✦ EDGE service is excellent. Now the subscribers can get a faster internet, wap and mms services.
- ✦ New offers like group talk, EISD, free BTTB and ISD incoming call have been introduced and there are so many upcoming events.
- ✦ New value added services like pay for me service is going to make the Grameenphone's product more attractive.
- ✦ High-quality customer service and customer manager have made Grameenphone unique than other operators.
- ✦ Country best call center makes the customer satisfied. In 2007 its target is to be the best call center in South-East Asia.
- ✦ Strong management team, highly committed employees and good corporate environment of Grameenphone are helping the company to sustain as the market leader.
- ✦ Online solution (grahokkotha online) is making the organization more acceptable than other operators.

Now a day, mobile phone is a necessity, not a luxury. So the prospect of mobile industry is very good. Grameenphone has still has the opportunity to provide better product and services to attract more customers. As Grameenphone gathered lot of confidence of customers by providing better services, the prospect of Grameenphone is very good.

Chapter 6: Findings

The major findings from this report are given below:

- ✦ There is no doubt that Grameenphone Ltd. is the market leader in telecommunication business in Bangladesh.
- ✦ Its HR policy is very much organized compare to other operators.
- ✦ Compensation policy is well organized but does not have strong policy to retain employees that's why company losing its talents.
- ✦ Recruitment and selection process is very transparent but time consuming as processes are very long.
- ✦ Recruitment policy of international employee (Expatriate) is not defined.
- ✦ Compensation policy for consultant & International Employee (Expatriate) is not defined.

- ✚ Pay for performance and also reward for performance culture Increases Company's efficiency.
- ✚ Evaluation process is Transparent & effective but frequency is very high (Monthly).
- ✚ Company's does not have any formal employee merit review process
- ✚ GP management not encouraging the Employee Association.
- ✚ Training team is very much efficient but there is some lacking in transfer of training.

Chapter 7: Recommendations

Recommendation:

After all the analysis and the findings about Grameenphone, my recommendations are given below:

- ❖ Grameenphone should give more concentration to attract & retain employee.
- ❖ Recruitment and selection process is time consuming so GP should review the recruitment & selection policy.
- ❖ Recruitment & Compensation policy for consultant & International Employee (Expatriate) should be defined.
- ❖ Grameenphone should have formal employee merit review process
- ❖ Company should encourage Employee association.
- ❖ Need to ensure transfer of Training to make the training of employee effective.
- ❖ GP should give more focus on the recommendations & insights of Exit interview.
- ❖ Grameenphone should more emphasis on Emerging Pay Systems which is a transformation from Traditional to Emerging Pay Systems like Performance based pay, Pay for knowledge and skills, Pay for competencies, Incentive pay systems.

Network Availability: Sometimes poor network is the vital problem for the subscribers due to some planned works. So it should be solved technically to ensure the users to enjoy full fledged of networks. If GP is having lack of technical equipment or technical hands they should immediately fulfilled the desired necessity.

Coverage: Main attraction behind Grameenphone Services is the nation-wide roaming facility; but still needs to increase the coverage and scope are still there.

Charge:Grameen Phones provides less facility for the subscribers. It should charge the users the least amount as its intention should be in long run, economies of scale.

Conclusion

Grameenphone still has a positive image in the Mobile market. Due to its various innovative products and wide market coverage, strong network, at cheap rate with various service centers and its value added services, it can be considered as the market leader in the telecommunication industry and its competitors are far behind. The Pre-Paid System has huge market demand. The people, process and physical evidence of its services, builds the image and demand of Grameenphone. By people it is meant the employees who interact with the customers directly, and the company's customers. Gaps in physical evidence occurs when customer's have problems with their SIM (lost SIM, blocked, card error etc), handset, or any other problem regarding connection that takes place due to the customer's own fault. As subscriber's has to pay for any replacement, they feel these hassles and costs could have been avoided if Grameenphone wished. GP could have avoid these problems through training their customers on the proper use of handling phones, training on handsets and also informing them about the rules and regulations of the company individually as a part of value added service.

Appropriateness of technology in the context of a poor economy is not an issue, the appropriateness of institutions is. Institutions need to be developed that can deliver the technology to the common people so that they themselves can harness its power. Just as aspirin lowers fevers in both adults and children but children need syrups while adults

can handle tablets, special delivery mechanisms may need to be developed for growing needs of the technology. Grameenphone has not created any new technology, but it has established a new way, compatible with economic and social circumstances in rural Bangladesh, to provide access to telephones for the rural people in Bangladesh.

Country like Bangladesh where people have dreams, not the ability. Besides, the real truth “whether technology drive strategy or strategy drives technology” – is a challenge for the organization in the dynamic world. So, a big question mark is still there, between the Grameenphone and user group. – How much to provide, what should be the ideal limit, what should be the charge, are they liable to change, viable to operate in the locality, and are the people really want those extra? Therefore, GP will go for the user to solve or consider it as mission impossible!!

References

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- GP Compensation policy
- @Work (Telenor’s Internal Website)
- Inside GP (GP’s Internal Website)
- Newsletter (Internal) of Grameenphone Limited
- Image Guide Book & Intranet of Grameenphone.
- Grameenphone Annual Report (2010-2011)
- Divisional Annual report(HR &Commercial Division)
- Telenor Profile
- www.gpcic.org
- Web Site: www.grameenphone.com

Appendix

❖ **Due to company confidentiality I failed to provide other references.**

❖ Questioner:

Company & Contact Information 1

Company Name: _____

Location(s) Reported: _____

Contact Regarding Data Submittal:

Name and Address for Survey Results:

Name: _____

Name: _____

Title: _____

Title: _____

Company Information:

Type of Business:

Annual Sales Volume:

Number of Employees:

Annual Revenue:

Total Asset Size:

Are your employees represented by an Union? [] No [] Yes

If yes, how many employees are represented by an union? _____

Compensation Practice and Policy Information 2

Does your company utilize a broad band system? [] Yes [] No If yes, what is the band width?

Does your company utilize a traditional salary grade system? [] Yes [] No
If yes, please answer the following questions.

How is progression in the job grade determined? Time on job Merit Established steps
 Other

How often is the salary structure reviewed?

When was the last time it was adjusted? _____
 By what percentage?

Does your company give a general increase? Yes No
 If yes, what percentage?

Does your company give a cost of living increase? Yes No
 If yes, what percentage?

Does your company have a bonus or incentive plan? Yes No
 If yes, please answer the following questions.

What type of bonus? Annual/Year End Bonus Incentive Bonus Other

What is was the average bonus paid last year?

What is this year's projected average bonus?
 Does your company have a formal employee merit review process? Yes No
 If yes, please answer the following questions.

How often are employees reviewed?

What was the average merit increase for last year?

What is this year's projected average increase?

Benefit Information 3

Please mark the benefit plans offered to your employees:

Benefit Plan	Exempt	Non-Exempt
Pension Plan		
Retirement Profit Sharing		
Medical		
Dental		
Vision		

Short Term Disability		
Long Term Disability		
Life Insurance		
Vacation		
Holidays		
Sick Time		