



start something new

Internship report on
“PMO system of Banglalink”



**Internship report on
PMO System of Banglalink**

Submitted to:

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To

Supervisor

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BRAC University

Subject: Submission of Internship Report on **“PMO system of Banglalink”**.

Dear Ma'am,

With due respect, I am submitting my Internship report on the topic titled “PMO system of Banglalink.” as a part of my BBA Program.

It is my pleasure to inform you that I have been serving as an Intern in Banglalink under Program Management Office, CEO office from December 15, 2015 to March 15, 2016. It was an admirable opportunity for me to complete my internship in Banglalink. I would like to thank you for giving me the prospect to work on this consigned topic to enhance my knowledge in the practical field of Human Resource & Marketing. This report explores the operational activities done by Banglalink PMO (Program Management Office) and the implementation of the policy. The Internship report has been prepared based on the practical experience, discussion and interview which have been carried out among the selected employees of PMO team of Banglalink. I hope you will find it worthy.

Therefore, I sincerely hope that you will appreciate my contribution.

Sincerely yours,

Tanmoy Roy

ID: 11204036

Acknowledgement

I would like to mention some of the people with due respect and honor who helped me, guided me in the right direction, without any hesitation to complete our Internship report within the due time. Hence, I would like to show my gratitude to all of them from the bottom of my hearts.

At first I would like to thank All Mighty Allah for making it possible for me to complete my work properly within the given time. Therefore, I would like to thank my Internship Supervisor Asheka Mahboob, who was always ready to guide me and solved all the complications that I confronted during preparing my internship of the report.

Most importantly, I would also like to thank Miss. Sadia Kamal (Program Management Manager), Md. Tareque Hossen (Program Management Associate Manager) Navid Farjan Rahman (Program Management Assistant Manager) & Asmaul Hossan (Program Management Executive) my line manager in Banglalink and other members of PMO department who helped me by providing all the necessary information and instructions. Without their kind cooperation this project would have been tough to complete.

PMO system of Banglalink

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Executive Summary

Banglalink has started its journey in February, 2005 with the aim of providing telephony service to the all segments of the customer within an affordable price. Gradually Banglalink has become the second largest telecom operator in Bangladesh in terms of market share. This mammoth success would not have been possible without the satisfaction and retention of the loyal subscribers.

This report starts with the insight of the organization including Banglalink`s history, vision, mission, goals, strategies, product and services, activities and performances. It also demonstrates the current competition of Banglalink. In addition, it describes Program Management Office of Banglalink, effectiveness of this department and also the efficient employees. It also describes how PMO or Program Management Office is contributing to the organization. The SWOT analysis of PMO department. Moreover, there is a survey of twenty people of Banglalink`s different department.

The main purpose of survey is to examine how efficient the PMO team is. It also shows how the members of PMO interacts with other department people and with their own people, how fast they are to deliver the assigned task, how they add value to the organization and other important factors to measure efficiency of this department. It also shows the major achievement of this department and how they handle process and projects of Banglalink. After that, this report demonstrate the challenging part of PMO department along with the probable solutions.

The Organization

Introduction

Banglalink Digital Communication is the Second largest telecom operator in Bangladesh. Moreover, in less than two centuries which is by December 2007, Banglalink overtook Robi to become the second largest operator in Bangladesh along with more than 7.1 million subscribers. Banglalink currently has 30.9 million subscribers as of December 2014, representing a market share of 25.47% (Banglalink).

History

Banglalink Digital Communications is a fully owned subsidiary of Telecom Ventures Ltd. which is a subsidiary of Vimpelcom. Vimpelcom is one of the world's biggest united telecommunications services operators providing voice and data services through a variety of traditional and broadband mobile and fixed technologies in Russia, Italy, Ukraine, Kazakhstan, Uzbekistan, Tajikistan, Armenia, Georgia, Kyrgyzstan, Laos, Algeria, Pakistan, Burundi, Zimbabwe, central African republic, Canada and Bangladesh. They are head office in Amsterdam, Netherland and they have acquired Orascom's share in April 2011 (Banglalink, 2014).

Banglalink has started walking in 2005 with the slogan, "Making a difference" where their mission was to reach the masses during the time when cell phones were measured as luxury. It did not take long for Banglalink to jump from 1 million subscribers to 3 million subscribers, becoming the second largest mobile phone operator of the country.

Banglalink's growth over the preceding years have been fueled with innovative products and services targeting different market divisions, aggressive development of network quality and enthusiastic customer care, creating an extensive distribution network across the country, and starting a strong brand that emotionally connected customers with Banglalink. Recently Banglalink has altered its slogan from "Making a difference" to "Start Something New" with the vision to be the fastest 3G network provider in Bangladesh.

In order to establish a powerful stand in Bangladesh, they have brought one of the best cricket players in the world Shakib Al-Hasan on board as their brand-ambassador. Shakib Al-Hsan is actively taking part in Banglalink's promotional activities and will working to highlight the company's image (Banglalink, 2014).

Service Offerings

Essential service provided by Banglalink is Telecommunication. Banglalink Offers two types of package to their customers, Pre-paid and post-paid. Banglalink also delivers internet service (Banglalink).

Post-paid:

Currently, Banglalink have two postpaid packages. Banglalink SME and Banglalink Inspire. SME package is mainly for small and middle entrepreneurs (Banglalink).

There are two offers in SME package, Banglalink SME post-paid known as Orjon and Banglalink SME call and control (Banglalink).

Benefit of Orjon Package:

- 🐾 Enjoy attractive call rate of 6.7 paisa / 10 second when talking to numbers in the same SME group.
- 🐾 For the first three months, enjoy 50 minute talk-time and 200 SMS to any number, with 10 MB data, every month.
- 🐾 Enjoy 3 free song download from Amar tune, and field force locator, news service and Namaj alert subscriptions, for the first 6 months.
- 🐾 Zero connection price, with only a security deposit required in taking a new connection.

Benefit of SME call and control:

- 🐾 Bundle minutes and SMS can be used to any operator, 24 hours a day.
- 🐾 10 second pulse is applicable for the talk-time.

Inspire post-paid includes benefits given bellow:

- 🐾 No security deposit is required for auto bill pay subscribers.
- 🐾 Every new connection comes with 300 SMS/month to any operator, 500 MMS/month, 100 MB/month internet, Amar tune subscription and news service subscription free for the first 3 months.
- 🐾 Enjoy your Banglalink inspire connection with zero line rent (without any conditions).
- 🐾 Up to 11% loyalty discount on usage.
- 🐾 7 FNF numbers to any mobile operator: 60 paisa/min to Banglalink FNF numbers and 84 paisa/min to other operators' FNF numbers.
- 🐾 All FNF have 10 second pulse.
- 🐾 Only 42 paisa/minute on 2 supplementary numbers.
- 🐾 Only 45 paisa/minute for 24 hours within the same professional group.
- 🐾 Attractive call rates for 24 hours.

Minute back on call drop:

Banglalink cares for its customers and they are continuously focusing on giving their customer the best network. Banglalink network saves its customer from call drop. Even if it happens get 1 minute back on the call drop. Banglalink has launched it for the 1st time in Bangladesh that minute back on call drop. Whenever customers will face call drop in case of calling in any Banglalink number, customer will get 1 minute back instantly (Banglalink).

Pre-paid:

Banglalink offers seven pre-paid packages. They are Banglalink play, one second pulse, Banglalink desh, Banglalink desh Hello package, Banglalink desh 10 FNF, Banglalink desh ak rate and Banglalink desh ak rate darun (Banglalink).

Highlights of Banglalink Play:

- 🐾 18 FNF (any operator) with best FNF rates in the market.
- 🐾 One special FNF @ 0.5 paisa/sec.
- 🐾 SMS to FNF and special FNF number: 29p/SMS.
- 🐾 MMS to all Banglalink number: 29p/mms.
- 🐾 Special data pack-5 MB @ tk. 2/day.
- 🐾 Data pack gifting between members of this package.

Highlights of Banglalink Desh:

- 🐾 3 FNF to any operator.
- 🐾 10 second pulse.
- 🐾 Only 10paisa/ 10 second to Banglalink FNF number.

Highlights of Banglalink Desh Hello Package:

- 🐾 Lowest 10.5 paisa/10 second call rate to other operators.
- 🐾 1 special FNF at only 5 paisa/10 second.
- 🐾 10 second pulse.

Highlights of Banglalink ek rate package:

- 🐾 Simple tariff plan.
- 🐾 Flat rate to all operator.
- 🐾 10 second pulse.

Highlights of Banglalink ek rate darun Package:

- 🐾 Default package for all new connections.
- 🐾 Simple tariff plan.
- 🐾 Flat rate to all operator.
- 🐾 10 second pulse.

Highlights of Banglalink 10 FNF Package:

- 🐾 9 FNF to any operator.
- 🐾 1 special FNF at lowest 5 paisa/10 second.
- 🐾 10 paisa/10 second to any FNF.
- 🐾 10 second pulse.

Highlights of Banglalink 1 second pulse:

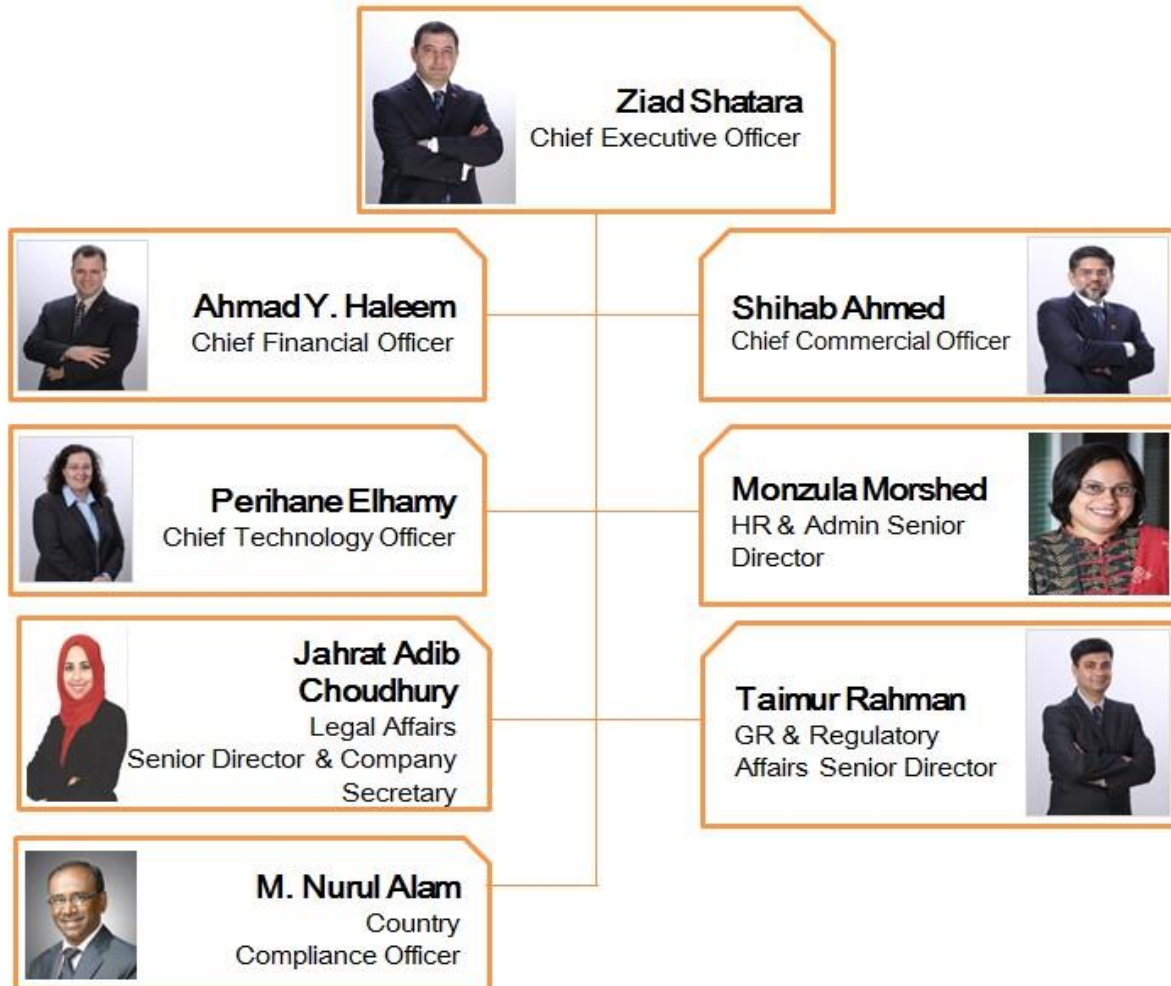
- 🐾 1 second pulse to any operator.
- 🐾 Lowest tariff per second.

Nababi call rate money return:

In this package customers get back a certain amount of money basing on some conditions. Those who come under the conditions, refunded by free minute or get cash back (Banglalink).

Operational Network Organogram

Banglalink Management Team



Visions for the future

Banglalink's aim is to bring change in the lives of the mass people. Moreover, their vision is to Understand People's needs best and will create and deliver appropriate communication services to improve people's life and make it easier (Banglalink). In order to achieve this vision, the company has established some values that are tries to install in its employees. Banglalink wants their employees and the company as a result, to be:

- 🐾 Straight Froward
- 🐾 Reliable
- 🐾 Innovative
- 🐾 Passionate

Mission

To deliver innovative, customer focused products and to be the benchmark for customer service excellent. Their mission is to reduce the total cost of ownership of buying and using a mobile phone. Moreover, to achieve this vision, the company has established some values that it tries to install in its employees. They want their employees and the company as a result, to be straight forward, reliable, innovative and passionate (Banglalink).

Goal


Bangalink's goal is to make the cellular phone affordable to people if every level with lower cost (Banglalink).

Objectives:

The objective of the company is to ensure telecom facility for all people of Bangladesh with minimum cost. Other objectives are:

- Providing effective front line and back office customer care and support to provide a high quality service.
- Researching and resolving customer highlighted issues and challenges.
- Retain valuable customers for the company as well as generate revenue and increase company`s profitability.
- Maintain a management culture of high performance and strong accountability.
- Treat customer with courtesy, respect and consideration at all times.

Tagline of Banglalink:

 “Making a difference”

Job

Description of the Project

The main functions of PMO are to create and maintain standards and methods and support the Management and operations with the development of processes and projects, necessary follow up, facilitation, contribution with recommendations and deliver the required outputs in line with the Organizational goals (Sadia Kamal).

Responsibilities of the job

Being an intern of the Program Management Office- PMO, I was considered as a team member of the Office. As a result I attended three meeting on my very first day. I was taught how to prepare meeting minutes which is basically the summarized version of all the topics discussed in each meeting along with responsibilities bore by different departments and tasks accomplishment deadlines on the first day. After that every meetings I have attended I had to prepare meeting minutes for each of them.

One of my everyday tasks was to note down the progress on the meeting room calendar which works as a tracker for the Finance Transformation project. Every morning I collected notes from my line manager and wrote them down on the calendar. The Program Management Office works with every department within the company and prepares numerous processes for them, which is then signed by the stakeholders. My job was to follow up with the stakeholders to check on the process status, whether it's being signed or needed more time.

Apart from these easy and everyday tasks I was responsible for some crucial works too. As a member of the PMO team I made presentations on EBL Express Card for CFO's office. For which I was given some meeting minutes and brief idea, however, for a clearer idea I had a number of discussions with Accounts Payable team. Working for the office I have worked on at least 25-30 processes. In few I just prepared the drafts, for others I have prepared Process Flow Charts. In order to prepare these processes I attended several meetings with the stakeholders to make the processes better. It was very often that I had to work on a single process quite a few times since one or two stakeholders were not satisfied with the process even though all of them agreed in it initially. Additionally, I have maintained the PMO database where I have maintained

the entire processes and projects list. Process and process documentation was another crucial part for me. Tracking down all the current and old process was not so easy to maintain.

The department and the people

The Banglalink headquarters is known as the Tigers' Den, in short the Den houses the core departments and all operations across the country are run from here. There are eight departments in this company, namely the Finance, Human Resource and Administration, Information Technology, Marketing, Sales, Regulatory and Legal Affairs, Customer Care and Supply Chain. Each department has its own HOD (Head of Department) and numerous employees work in teams under them.

In the Finance department there are 7 to 8 teams such as Revenue Assurance, Accounts Payable, Cash Management, Budgeting, Planning & Reporting, Revenue Operations, Fixed Assets, and Treasury etc.

As I was spending my time as an intern at the Den, I had the opportunity to gel with people from all the teams and departments. Once, during my internship everyone I had met from different departments told me that the main reason of Banglalink's success was that it encouraged effective communication and friendliness between departments and this was very true as Banglalink won the Asia's Best Employer Brand Awards twice.

Everyone assigned to their job was clear about their jobs and work responsibilities. As far I have seen, everyone enjoyed their work and took it very seriously. Almost every day the teams worked till late hours but there were hardly any signs of fatigue. Besides, the environment is very flexible and independent; everyone has a target as well as the liberty to complete it their own ways.

Observations & Recommendations

As a PMO intern I have observed bellow factors:

🐾 Maintain the file manually instead of automatically:

As they work with all the departments of Banglalink, they have to maintain a database and they maintain those important documents manually. As a result, it takes more time to get the exact information. But they can easily shift it and can make it easier by choosing automatic or computerized process.

🐾 As PMO has to work with all the departments, takes time to deliver any project and process:

I observed that, most of the time PMO members do several task at a time. For an example, tasks of Finance department and tasks of Marketing department. While completing those tasks simultaneously, they got late to deliver to their stakeholders.

🐾 Absence of team coordination or cooperation:

I have found that, sometimes members of PMO team do not cooperate with each other. Sometimes they rush to complete their tasks rather helping each other. As a result, if one of the member faces any difficulties, could not get the right solution on time and delay to deliver the work.

Those are the things I have observed and have not found it interesting. Moreover, I have found some interesting factors as well. Those are given bellow:

🐾 Reduce the dependency of work:

Members of PMO do their job perfectly without doing any kinds of mistake. As a result, other members do not need to correct it or do not need to spend much time to finish the tasks.

🐾 Error free or perfect work:

Members of PMO only stars work when they have all the necessary information for the projects. So that, they can make error free work.

🐾 Maintaining deadline:

As they work perfectly, they maintain the deadline too. They try to deliver their task on time. So that, stakeholders cannot complain them. Sometimes, they deliver the assigned task before the date because if they found any modification, they could incorporate those things.

🐾 Passionate about work:

Each members of PMO department is passionate about their work. They love their work so much and give a good priority towards assigned tasks.

🐾 Positive attitude towards hard work:

Members of PMO department is very much positive to any kinds of work. They are just open to accept all the challenging work and try to complete it perfectly.

Those are the things I have found which was quite interesting.

As an intern I want to recommend some of the factors that may improve the quality of their work. Recommendations are given bellow:

🐾 Reduce paper work and make it digital:

As they do lots of work manually or depend on paper, consumes much time to complete the work. Instead of using those things they can use or digitalized the process by using smart tools.

🐾 Proper workload distribution:

PMO consist of 6 members. If they distribute the whole work within the team, they can finish the tasks smoothly. So, to finish the task early and to make it perfect they can distribute the workload within the members.

🐾 Cooperation with the colleagues:

Proper cooperation with the team members can reduce the work pressure and can boost up the work speed.

🐾 Discussing hard work among the team:

Discussing tough tasks among the group members is a good way to get the solution. Moreover, there are some of the tasks that cannot be solved alone. So, to get proper solution on time, discussion with group members is important.

Learning

During my internship program with Banglalink the best thing I have learned is complicated things can be done easily if someone has the right attitude. I had the chance to work week almost every department as a member of PMO. I had one on one meeting with managerial level employees which I think was a great addition to my learning. My everyday interaction with CEO- Mr. Eric Ass, CFO- Mr. Ahmed Y. Haleem and CIO- Mr. Nizar El- Assaad took my learning and experiences into a whole new level.

Apart from learning about the public dealing skills I had the chance to extend my knowledge about MS Office Applications like MS Outlook, which is used as an intranet email server at Banglalink and MS Visio, which is used to create Process Flow Charts.

Finally, now I have a much clear idea and wider understanding of the telecom industry of the country; specially Banglalink, the second largest mobile phone operator.

Project

Scope of the report

This report provides an idea about Banglalink Digital Communication Ltd., the background and the management structure, contract management unit and other things related to the organization. Moreover, this report will give a brief idea about the program management department of Banglalink and the importance of it.

Methodology

To make this report more communicative and presentable, both primary and secondary sources of data were used widely.

- **Primary Data:** Primary data is used in this report is fundamentally collected from the executives and managers of the organization and based on my experience on those units.
- **Secondary Data:** Secondary data was collected from the website of Banglalink, different journals and newspaper. Moreover, in order to prepare this report I have gone through different annual reports of Banglalink and have been explored in order to get quantitative data.

Objectives

The main objectives of this report is to measure the efficiency level of Program Management Office of Banglalink Digital Communication Limited and to check how they are contributing to the organization. In addition, it also covers how the members of PMO (Program Management Office) behaves in a certain condition like how do they handle work pressure, team coordination and other factors.

Limitations

Information on the telecom industry is scarce and therefore difficulties have to be dealt with while preparing this report. Additionally, as an intern I did not have access to all the files and folders since of the organization's privacy policy and I have very limited opportunity to disclose financial data in this report. This study has kept limited on analysis. There is no proper test on any premise base as it is a contract management theme. Again time is another restraint of this report.

Summary

Creating and maintaining all the processes and projects and ensuring the quality of service is the main task of PMO or Program Management Office. Taking necessary steps like proper follow up, meeting with shareholders, modifications of the process and projects etc. will boost up the performance and productivity of Banglalink. In this service sector, providing necessary support to the customers and the shareholders is very important and PMO does it efficiently. As they work with all other departments of Banglalink, they encountered different problems. Fixing those problems and making it well organized is a big challenge for PMO team (Sadia Kamal).

Description of the project

The Program Management Office, or PMO, is one of the division's operating directly under the CEO Office. Its key functions are to create and maintain the standards and the methods to support Management and Operations, through the development of processes and implementation of projects in line with the organizational goals (Sadia Kamal). PMO also focuses on improvement of existing processes, identifies risk and introduces control systems that are consistent, replicable and pioneering to meet the requirements of (current and future) cross-functional processes.

In terms of handling programs, projects and processes, PMO functions as a bridge between different functional departments/ units of Banglalink (local OpCo of VimpelCom Ltd.), as well as between Banglalink and VimpelCom Ltd. Implementation of Group directives in terms of programs, projects and processes to align with HQ policy is another of PMO's key functions.

The PMO Handbook is a detailed guideline on the structure, promises and functions of the Program Management Office. It also outlines the procedures to be followed in developing a process, implementing a project (from inception to execution and follow-up), and handling any issues that arise in progress. The effective management of these requires a balance between coordination, negotiation and integration of content issues (deliverables, tasks, documentation, risks, corrective measures etc.) and context issues (managerial).

Team structure of PMO



What PMO does

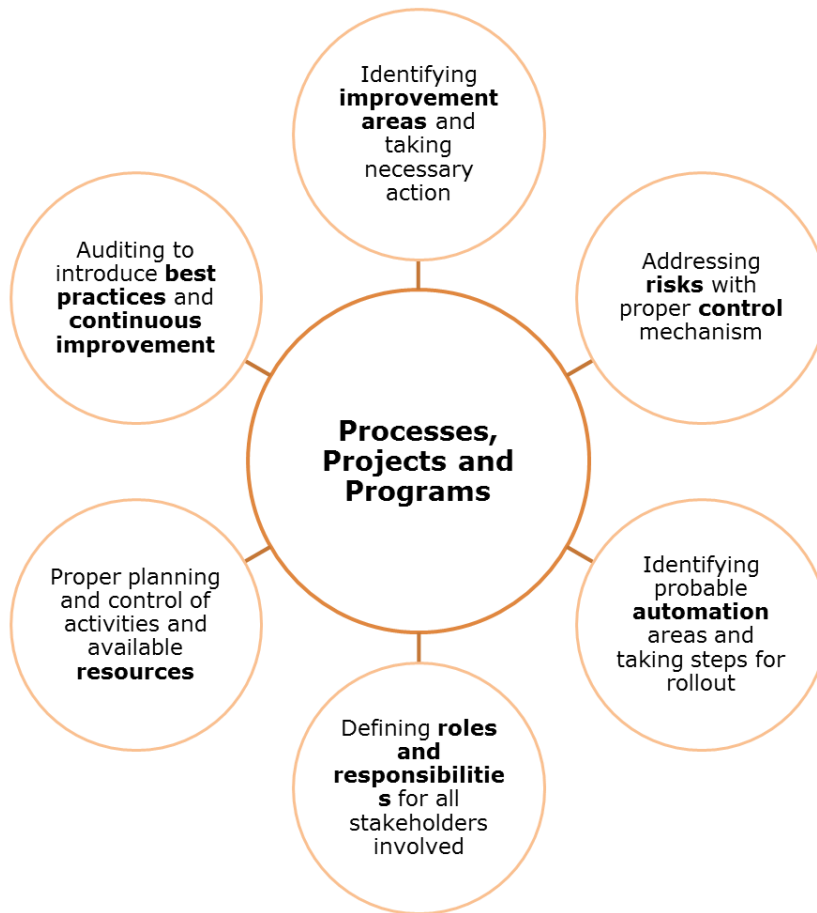
The key function of PMO is to develop or to design a process or a project in such a way that it could be delivered to stakeholders and meet their requirements within acceptable time, cost, quality and risk parameters. Likewise, PMO has pro-actively been a facilitator for changing, reviewing the existing processes, controlling to ensure relevancy and streamline activities, looking for automatic solutions. Also, ensures an efficient way to identify the risk and familiarize the control system in a reliable, replicable and innovative way to meet current and future cross functional processes (Sadia Kamal).

PMO Promises

- We will add value to organizational processes by optimizing operations, reducing dependencies and enhancing both operational/ functional efficiency. If it does not add value, we will eliminate it.
- We will strictly adhere to protocol in process development to achieve tight deadlines, by engaging all concern stakeholders in meetings, requesting documents, continuous tracking of cross-functional activities, and approvals.
- We will provide project related support and structure. On the other hand, the Project Manager is ultimately responsible for the overall project and will do what is necessary to see that the specified project goals are met.

- We will expect each team Member to operate independently. However we will assist each team member by providing project-related support, guidance and accountability.
- We will also ensure and expect team members to communicate with project stakeholders and the company at large on a regular basis, with accurate and timely information regarding project activities.
- We will proactively identify any road blocks within a process or project and engage concern stakeholders to address/ resolve risk issues.
- We will not mandate schedule dates. The team will agree as a whole on feasible dates and commit to making them. With every project we will attempt to improve our estimates and planning methodology.
- We will proceed with each project and process with proper planning, structured approach and proactive management to ensure timely implementation and closure. At the same time, we will continuously evaluate project performance & identify opportunities for improvement.
- We will address internal & external audit issues & ensure proper controls with stakeholders.

Value addition



Milestones of PMO

1. OPEX efficiency project

Dial series re-use project: Dial series reuse project enables customers to reactive their inactive dials. This project has done under HLR recycle process where customers got three months' time to reactive their inactive dials. After completing three months period, the project team collected the inactive dials for reusing it. As a result mass market development launched the classic dial series with reused dials (PMO Handbook, 2016, p.10).

Furthermore, under OPEX efficiency project, we have few other projects. Those are given bellow:

- Call center relocation project (Gazipur).
- Regional office consolidation project.
- Warehouse consolidation project.

2. Establishment of Banglalink footprint

a. **Introduction of mini-customer care centers:** With “Care Center Revamp Concept” we have started mini customer care center for the first time and we are maintaining minimum expenditure. Here some of the features are given bellow:

- NO Fixed Desk to serve customers.
- Movable block chairs for Customers.
- Island display.
- 5-6 mobile displays.
- Music station with headsets and tablets/ mobiles.
- Tablet display on the wall for 3G trial.
- TV for Running TVCs and/or tutorials.
- Acrylic light board showing a big BL logo.
- A single laptop for printing/cash register/billing transactions.

b. **Establishment of first Banglalink Experience center.**

c. **Tigers’ Den customer service center.**

3. Customer Experience project

4. Data leakage Protection- Phase I

5. Customer Complaint Management SLA

6. Finance Transformation project (Global & Local)

7. Digitalization

- Online approval management system.
- Document archiving system.
- Online payment to vendor.
- Vendor enlistment module.
- Procure to Pay (PTP) initiative.
- Commission disbursement automation.

8. Process Simplification and Optimization

9. Implementation of 1% surcharge

Importance of PMO

Every department turns around a specific device and conforms to definite guideline to perform their individual work and activities. But these actions and workflows need to be documented and scripted to explain other personal with all the departments' tasks. Moreover there should be a regular modality to be pursued by the respective personnel. And to ascertain the guidelines, strengthen the specification of the activities performed; PMO describe the steps of the tasks of the organization in the form of documentation. Thus while any confusion arises regarding any particular process, respective personnel can glimpse over the process available in the PMO Link and get clarified (PMO Handbook, 2016, p. 08).

Challenges of PMO

Definition of issue:

In the life cycle of any process or project, there are unexpected problems and questions that will come up. When these issues arise, we have to be ready to deal with them since they can potentially affect the process or project's outcome.

Receive and review issue:

Any department can raise issue to PMO which needs to be resolved. PMO will review the issue based on the problem criteria & contact with issue raisers.

Identify concerned stakeholders:

PMO will consult the issue raisers and accordingly identify the stakeholders associated.

Meeting/ discussion with stakeholders:

After identifying the potential stakeholders, PMO will initiate a meeting/discussion with the stakeholders.

Action Taken:

On the meeting, PMO will address the issue & ask for idea's to mitigate the dispute. Stakeholders will give their input & PMO will consolidate all the inputs. After that, PMO will select the best solution with proper justification. PMO will initiate another meeting with the stakeholders & propose for the solution. If majority of the stakeholders agree with the solution, then the solution will be selected.

Follow up on activities:

PMO will monitor project/ process-related activities on a regular basis, identify roadblocks (if any) and raise flags if necessary. PMO will accordingly discuss with concern stakeholders on how to resolve issues and ensure accurate and timely implementation of the objective.

Change Control:

PMO will initiate a documented process (if required) to establish the change.

Close the issue:

After closing the issue, PMO will circulate the email to the concerned stakeholders. If the issue cannot be closed /needs escalation, PMO will raise the issue to the Management to take further decision.

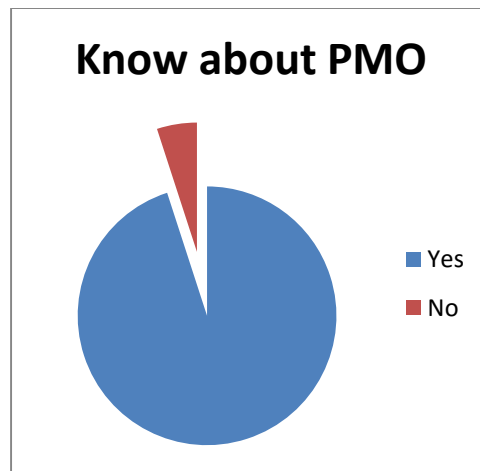
Expectations versus Reality

The corporate culture here is really amazing. Regardless the hierarchy there is no custom of calling the seniors Sir or ma'am. Everyone is either 'apu' or 'bhaia' which really intrigued me, at the same time initially I was a bit uncomfortable with the whole idea as I had to call Shamsuddin Ahmed, who is the Accounts Controller and in his 60s 'bhaia'. But eventually I got used to it as everyone treated me as their younger sister. Before joining I use to think the interior and the environment would be boring and everyone would be working with their most serious face on. However, what I saw was totally the opposite. Every morning after entering the office the day didn't start without exchanging greetings with everyone on the eyesight. It was told to me by my line manager that my first job after entering the office is to exchange greetings with everyone on my floor. On my first day, I surprisingly found out that the CEO's office was not only on the same floor as my work station which is the 7th floor of Tigers Den; his office was on the opposite side of my desk. As he barely kept his door closed, I was almost all day within his eyesight, which was scary and exciting at the same time. I was the only intern to have the chance to have interaction everyday with the CEO, Mr. Eric Ass. Prior to join Banglalink as an intern I had discussions with my friends taking internship with different local and multinational companies to know about interns' roles and responsibilities. Most of the time I heard undesirable stuffs that most companies either treat their interns as clerks; making them to photocopy, or as delivery person. Conversely, in Banglalink the culture is entirely different. Interns are considered an integral part of the team and are assigned with important high priority works. As Post Paid marketing development associate manager once told me that Banglalink doesn't take interns to take the workload of its employees, whereas, Banglalink grooms and invests on them so that the interns can have a taste of the real corporate world and can be ready to take up challenges; which is basically the motto of 'Banglalink Advance Internship program'.

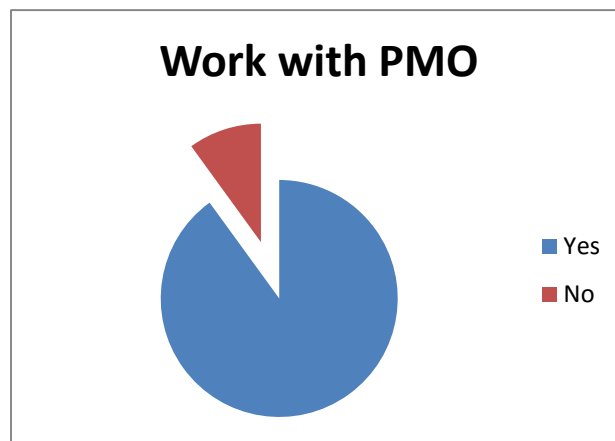
Survey of PMO

I have surveyed around 20 people of different departments of Banglalink. They have come up with different opinions and some came up with the similar things. The interpretation of the survey is given bellow:

1. In this graph we can see that, most of them know about what PMO does or they know the activities done by Program Management Office.

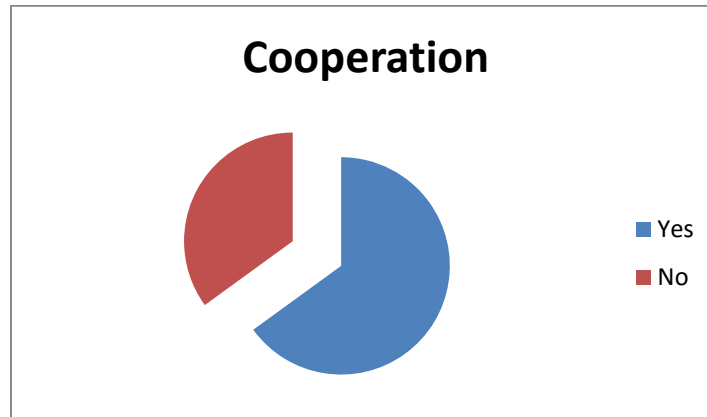


2. As PMO works with each of the departments of Banglalink, it was hard to find those who did not work with them.

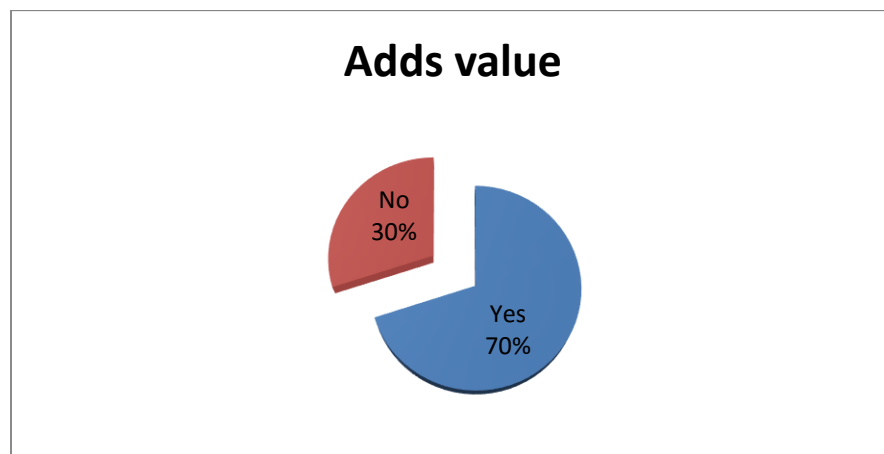


3. I have asked in which project they worked with PMO. As they have completed lots of process and projects, different people came up with different projects name like 1% search urge, Biometric SIM registration, online approval process etc.

4. Each of the team members of PMO is very much helpful and cooperative. But as they used to work with all of the departments of Banglalink, they are very demanding and sometimes it's difficult to set appointment with them.



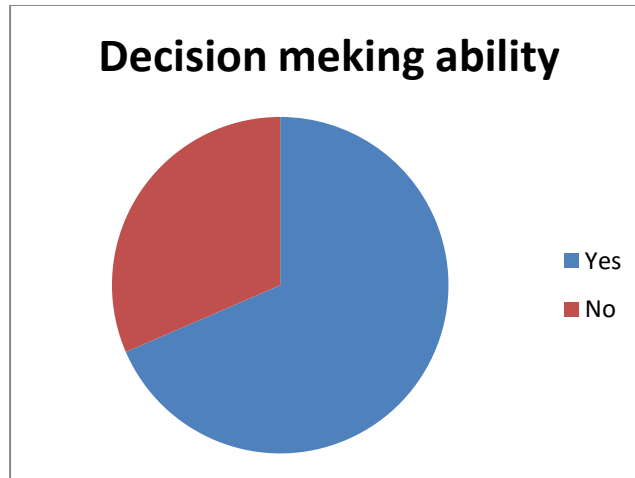
5. PMO's main aspect is to deal with the processes and projects of Banglalink. Delivering the service accurately is their main goal. In order to speed up the departmental work PMO plays an important role. They manage all the process and the project accurately and it actually reduces time to deliver.
6. According to the survey PMO does add value to the works. PMO helps to simplify the critical projects and process. As a result, it gets easier to implement and easily understandable. Stakeholders and the customers can incorporate or can adopt those things quickly.



7. Survey has shown that most of the time PMO members can finish the assigned tasks within the time. On the other hand, when they deal with several tasks of different departments, they got late. I came to know as they deliver the task perfectly, others don't need to work on those things. So, by reducing dependency they are actually boosting up the speed of the work.



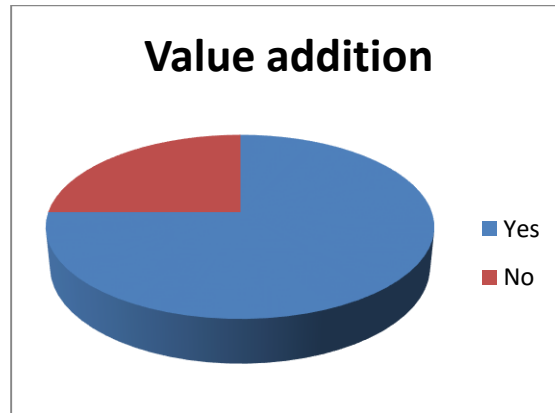
8. Dealing with critical condition is always tough. PMO's efficient team members manage those challenging job perfectly. While talking decision, they discuss with the related parties and take collective decisions. So, analyzing the survey I came to know that, they can handle situation and can provide best solution for that.



9. Survey shows that, within PMO department there is lack of team coordination. As a result, they had to change the plan twice or thrice to get it done.



10. According to the survey PMO does add value to the organization. It helps to simplify all the projects and process of Banglalink and deliver it on time. So by doing all those things they are adding value to the organization.



Probable Recommendations

- 🐾 Proper elevation of PMO: Survey has shown that there are some people who do not know about what Program Management Office does or what role they play to maintain the service quality. In order to let everyone know it is pivotal for Banglalink to give a better view about all of the departments.
- 🐾 Digitalization of the tasks: I have come to know that, some of the departments of Banglalink like PMO still do not use modern technology to maintain their important documents. So, to increase efficiency they should digitalize all of their important tools.
- 🐾 Reducing dependency: PMO has to wait for others to make any decision. As a result, it slows down the speed of the task. It would be better if they can reduce dependency and can take decision freely.
- 🐾 Cooperation with other employees: Cooperation with others can boost the speed of the task and bring good will for the particular department. Besides, to do work perfectly it is important to cooperate with every concern department of the organization.
- 🐾 Increase team coordination: Team coordination is also important to get work done successfully. Without team coordination a team cannot go further. In addition, it increases bonding among the members and can be enhanced work efficiency easily.

- 🐾 Give freedom to take decision: Giving freedom to take decision motivates employees to accomplish the goals. In order to, get work done perfectly organization should give freedom to take some important decision to concern department.

SWOT analysis of PMO

SWOT is an acronym of Strengths, Weaknesses, Opportunities and Threats and as these titles suggest it is not decently a method used for controlling areas of planning and risk, but it is also used to highlight areas of the project that could be exploited to the benefit of the whole project or individual areas where some competitive advantage may be gained. It is used to evaluate particular activities of the project in order to optimize their potential as well as to assess risks in order to regulate the most appropriate way of mitigating those risks. SWOT of PMO is given bellow:

Strength:

- 🐾 Ability to work under pressure:

This is the greatest strength of a team to work under pressure. PMO team has this ability and they can handle pressure efficiently.

- 🐾 Positive attitude toward work:

To be successful, everyone should have a positive attitude toward work. After working with them, I have found that they are open to any kind of tasks and that is their biggest strength.

- 🐾 Good communication skills:

Good communication skills of PMO team boost up the work performance and leads them to success to their work. Each of the member of this team has a good communication skills to communicate with others easily.

- 🐾 Cooperative to the members of other department:

Cooperation with all the members of different department leads PMO to meet success easily. Friendly behavior of PMO team member gives an edge to fulfill their works.



🐾 Efficient worker:

All of the members know how to use their efficiently. As a result, they use less resource and get the maximum output.

🐾 Negotiation skills:

PMO team has an amazing negotiation skill to deal with the stakeholders. Thus, they usually get the best deal from everyone and it leads to the greatest strength to the team.

Weakness

🐾 Lack of coordination among team members:

Team cooperation or coordination among their own members is missing in this department. Each of the members work as an individual and that's a very big weakness for them.

🐾 Too much dependency on other department:

As they work with all of the departments of Banglalink, have to depend on others decision. They cannot take any decision properly for their accomplished tasks.

🐾 Cannot take any decision independently:

In order to take decision they usually depends on other or stakeholders. They have not have that freedom to take their own decision and that leads to a great weakness of this department.

Opportunity

🐾 Has a good prospect towards work:

Having a good prospect towards work motivates team members to work efficiently. Moreover, it opens a big horizon to work. For those works it is really a great opportunity.

🐾 Work opportunity with the externals:

PMO team members have an enormous opportunity to work with different external people. As a result, they can easily make a good rapport to others and it helps to get work done.

🐾 Work opportunity on abroad:

As they work with different department and different people, they got chance to work abroad. Their work experience and skills leads towards to work outside.

🐾 Working area is wide:

Members of PMO has a very wide area to work. As they deal with all of the people, they have to maintain or they know a wide range of tasks. Which is a very big opportunity for them.

Threat

🐾 Modernization of the system can diminish this department:

In this modern age members of PMO still use manual system to keep their important documents. In addition, they still search manually to find any important projects and process. Thus, sometimes they cannot deliver the assigned task on time or they sometimes lost the documents.

Conclusion

The major goal of PMO is to achieve assistances from modifiable and following project management policies, processes and methods. Therefore, PMO generally becomes the source for guidance, documentation, and metrics associated to the practices involved in managing and executing projects within the organization. PMO also gets involved in project-related responsibilities and follow up on project actions through completion. The office may report on project actions, difficulties and necessities to executive administration as a tactical tool in keeping implementers and decision makers moving toward reliable, business- or mission-focused areas and objectives. I believe that PMO department of Banglalink Digital Communications has done and doing some remarkable jobs. I feel happy to get the prospect to work with PMO team of Banglalink Digital communication.

Appendix

Survey question of Program Management Office

Participant Name:

Department:

1. Do you know about PMO (Program Management Office)?
 - a. Yes
 - b. No
2. Do you have any experience to work with PMO team?
 - a. Yes
 - b. No
3. Which project or process you worked with PMO team?
 - a. ANS:
4. Were they helpful or cooperative?
 - a. Yes
 - b. No
5. Does PMO speed up your work?
 - a. Yes
 - b. No
6. Does PMO add value to your work?
 - a. Yes
 - b. No
7. Can they finish the given task within the time?
 - a. Yes
 - b. No
8. Can they deal with critical problems?
 - a. Yes
 - b. No
9. Did you notice team cooperation of PMO team?
 - a. Yes
 - b. No
10. Do they add value to the organization?
 - a. Yes
 - b. No

References

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- <http://www.banglalink.com.bd/en/packages/pre-paid/pre-paid-packages/>
- **Program Management team**