Implementation of Strategic Human Resource Management in SAARP Project of Edotco Bangladesh Co. LTD

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Report On

Implementation of Strategic Human Resource Management in SAARP Project of Edotco Bangladesh Co. LTD

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LETTER OF TRANSMITTAL

August 20, 2015

Md. Ariful Ghani

Lecturer

BRAC University

66 Mohakhali, Dhaka 1212

Subject: Application of submitting the internship report on "**Implementation of Strategic Human Resource Management in SAARP Project of Edotco Bangladesh Co. LTD**"

Dear Sir,

I am very pleased to submit the internship report on **"Implementation of Strategic Human Resource Management in SAARP Project of Edotco Bangladesh Co. LTD"** to you, which I have prepared by performing 3 months internship in **Edotco Bangladesh Co. LTD** to fulfill the requirement of BBA program in the BRAC University.

I earnestly believe & hope that this internship would help me in the long run and also enrich my professional capabilities. I am indebted for your valuable suggestions and humble cooperation. Now I have placed this report before you for your kind approval. I hope that my report will satisfy you. For any kind of queries, I would be available at your convenience.

Thank you for your time and convenience

Sincerely yours,

Marzia Ahamed

ID: 11304019

Acknowledgement

This report is the ending part of my BBA program and to enhance the capability to study. In the field of practical organizational arena, a lot of efforts and study have done to make the report reliable. This would have not been possible without the genuine support and assistance.

First of all, I want to pay me homage to the almighty Allah who made to capable to continue my everyday task both inside and outside the work place during the whole period of my internship. I want to give my specials thanks to my academic supervisor Md. Ariful Ghani, for his kind concern, valuable time, advice and constant guideline in preparing the report. Without his assistance it would not possible to complete this report.

In this period, I am highly grateful to towards my organizational supervisor Md. Delwar Hossain the Manager of edotco group who helped me to complete my internship program in that company under his management.
I would like to express my foremost gratitude to other officials of edotco Bangladesh 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

With a regional portfolio that includes over 14,000 towers across their home markets of Malaysia, Sri Lanka, Bangladesh and Cambodia; and 12,000 km of fiber in Pakistan, edotco strives to deliver outstanding

In my twelve weeks of internship in edotco I went through different experiences. My position as an intern implied to work for SAARP (Site Asset Reconciliation Project) project of Fixed Asset Management division of Finance department. First two works requires ample competency over MS Excel. Most of the part of asset reconciliation is done weeks of my internship I was trained to remember the asset list and techniques of reconciliation. This in excel sheet. In interview the knowledge about using vlookup in excel is tested by the interviewer. Then there are many other techniques learned in excel while reconciliation is being done.

In this report I have tried to find out that how Strategic Human Resource has been implied in edotco and on the project I have been assigned to. I have been discussing the Recruitment process of edotco SAARP project and the Selection process as well. Then in this report I have discussed the performance management of edotco and the compensation system of the organization. Finally the employee separation and Global HRM aspect of the Strategic HRM in edotco has been discussed.

In the last part of the report I have discussed some findings and given possible recommendation for that. This report ends with a conclusion. The report is written on the basis of personal interviews with the employees of edotco.

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1. Introduction:

edotco Group is an integrated telecommunications infrastructure services company providing end-to-end solutions in the tower services sector including co-locations, built-to-suit, energy, transmission and operations and maintenance (O&M). They aspire to become the leading company in the tower services industry and are committed to doing so in a responsible and sustainable manner for their customers, employees, communities and nations. As the first regional tower services provider in Asia, edotco is steadfast in expanding possibilities via cost-efficient telecommunications infrastructure by enabling competitive access for the industry and connectivity for communities. With a regional portfolio that includes over 14,000 towers across their home markets of Malaysia, Sri Lanka, Bangladesh and Cambodia; and 12,000 km of fiber in Pakistan, edotco strives to deliver outstanding performance in telecommunications infrastructure services and solutions. Their services are ably supported by their state-of-the-art real time monitoring service, echo.

The people at edotco are critical to them in achieving their goals. They prepare them for the future by developing the right skills and talent to ensure they deliver the right experience to the customers.

2. Organizational Profile:

edotco Bangladesh Co. Ltd. focuses on providing complete passive Infrastructure solution to the business entities. edotco Group has 12000 towers and counting. edotco Bangladesh owns and operates in more than 6,000 BTS Tower sites throughout Bangladesh and expanding. The large estate allows operators to be located immediately on existing towers when expanding coverage and capacity. With an operation dedicated to the management of BTS sites edotco Bangladesh is

able to offer significant improvements in network availability. It is empowering communication, thus enabling connectivity. For greater expansion, they believe- Connectivity is the key to every communication business. It is providing first-of-its-kind regional accessibility. It has 5 markets with more than 12,000 sites and growing, which is poised to connect communication businesses with best-in-class support for maximum uptime, and cost-effective site and energy solutions. It is expanding its business to Malaysia, Cambodia, Sri Lanka, Bangladesh, and Pakistan. By expanding its business it is engaging in commerce. Edotco is effectively cost-efficient. It believes a condition crucial for business growth is cost-effectiveness. It has converted cost centers into business-centric profit centers through optimized resource utilization. edotco‟s consolidated infrastructure network is designed to reduce downtime and costs involved in infrastructure ownership, with up to 30% infrastructure, capex and opex savings. Furthermore, the implementation of green hybrid sites and fuel-efficient diesel generators help to streamline costs of operations. It has enhanced competitiveness. Edotco believes in a growing communications market, Agility helps you stay ahead. Therefore, enabling faster speed-to-market deployment from camouflaged solutions, to monopoles and towers, edotco‟s regional network of innovative solutions enables faster deployment by optimizing space and resource, freeing up operators to focus on their core business of sales, marketing, branding and servicing. edotco also adopts industry best practices by capitalizing on operational experiences from across the region. Edotco is environmentally conscious. They make it their business to minimize environmental impact, so that they can maximize their business‟ potential. Their aim is to reduce 30% of total carbon dioxide emissions across all operating companies by 2015. They are have taken the following steps in favor of the purpose -

Reducing carbon footprint by:

- Consolidating power systems and deploying innovative energy solutions
- Lessening diesel consumption through the use of fuel-efficient diesel generators
- Incorporating new generation batteries and new technology with higher temperature settings for battery cooling, and discharge of batteries, as prime back up
- Using power-efficient air conditioners and reducing air conditioner usage with „free-cooling‟ technology

- Deploying „green solutions" or hybrid solutions, utilizing solar, wind and biodiesel fuel
- Reducing multiple infrastructure requirements through sharing to promote positive environmental and community impact

3. History:

edotco Group was set-up in 2013, to own and manage the Axiata group of companies passive network infrastructure assets. The company has made significant progress in 2014, growing its tower portfolio from 12,113 in 2013 to 13,071 as of end 2014.

At present, edotco operates edotco Malaysia as a fully owned subsidiary and has acquired 49% of edotco Bangladesh. It also has a managed services agreement in place to run and operate Dialog"s Tower SBU in Sri Lanka and is in the process of operationalizing edotco Cambodia.

In all countries run and managed by edotco, there have been steep improvements in operational efficiency and capex savings on both structures and energy. edotco provides field operations and energy managed services as part of its efforts to improve operational efficiency for the Axiata group.

In 2014, edotco introduced state-of-the-art operational systems to enhance its services. edotco has launched its Remote Monitoring System (RMS) branded "echo", a centralized passive infrastructure monitoring system that tracks key elements at the sites and transmits the information in real-time to its regional "echo Centre" which is based in Kuala Lumpur.

edotco"s Asset Lifecycle Management Platform (easi) is a tool that automates processes to deliver service excellence and tracks delivery to operations for every site under its management. Both products are tier one platforms that will bring further operational efficiency to the group.

edotco is also focusing on energy initiatives which will reduce the cost of operations as well as ensure lower capex and opex. In addition, it will significantly improve uptime for the Group"s customers and proactively reduce carbon footprint for a sustainable future.

edotco Bangladesh was launched as an independent business on June 1, 2013 and is part of the

Malaysia based Axiata Group with Mobile Telephone and Network Infrastructure operations in 8 countries. It is the market leader in Bangladesh and has the following list of customers:

i.   Robi Axiata Limited

ii.   Teletalk Bangladesh Ltd

iii. Grameenphone Ltd (GP)

iv.   Banglalink Digital Communications Ltd (BL)

v.   Ollo Bangladesh Ltd

vi.   Qubee

vii. Border Guards Bangladesh (BGB)

viii. Ranks Telecom (Ranks Tel)

ix.   Tomato Web (pvt) Ltd

x.   Pacific Bangladesh Telecom Ltd (Citycell)

xi.   Radio Foorti

4. Vision:

The vision of edotco Bangladesh Co. Ltd. focuses on being a globally admired World Class Infrastructure brand.

5. Mission:

- Top tier communications solutions provider and an employer of choice

- Best-in-class site. transmission & sustainable energy solutions

- Superior customer services with dedicated teams

- 99.5% operational excellence. sustainability initiative targets & customer satisfaction

6. Value Proposition:

Communication service providers today are under pressure from rising capital expenditure, reducing margins, rising costs of network operations, new technology rollouts and regulatory and environmental commitments. Their holistic experience in managing passive infrastructure combines best in class services helps to relieve service providers of considerable financial and operational overheads.

6.1. Operational Excellence

- Skilled: Their specialized and skilled workforce ensures maximized, measured network uptime for assured quality of service.
- Efficient: They offer service providers cost efficiency benefits with a single vendor interface to meet their infrastructure needs.
- In Control: Their next generation remote network monitoring and control capabilities and site asset management technology automate and optimize operational processes, performance and visibility to give you a clear picture of your current network status.

6.2. Beyond Towers

- Innovative: Their innovative tower designs maximize site sharing opportunities allowing you to benefit from cost savings associated with multiple tenancy models.
- Flexible: Their temporary and emergency structures allow service providers to rapidly deploy network coverage for unplanned demand or in the case of disaster and emergency situations.
- Advanced: Their advanced energy solutions deliver reliable and efficient power providing you with maximum network uptime and minimizing site power consumption.

6.3. Synergized For Success

- Cost Effective: Their business models allow service providers to convert sizeable network infrastructure CAPEX budgets to OPEX models

- Synergized: Sharing network infrastructure costs between multiple tenants further reduces opex through cost benefits associated with synergized operations and maintenance and site rentals.

- Scaled: With over 14,000 sites in the region, they leverage economies of scale, passing the benefits through to service providers.

6.4. Enabling Connectivity for the Future

- Responsible: Regulatory obligations, such as infrastructure sharing mandates, roll outs in rural/remote areas and timely new technology roll-outs are part of their service offering.

- Environmentally aware: They help reduce carbon footprint with the introduction of renewable energy sources and put service providers on the environmental roadmap.

- Aesthetically conscious: The reengineering of tower design and creation of special structures realizes more aesthetically pleasing towers that fit the skyline of city.

7. Products and Service Offering:

7.1. Site Finder

Offering time-to-market with the help of already built towers and power solutions in the entire country.

7.2. Build to Suit (b2s)

Building new sites as per customer˝s requirement anywhere in the country. it includes site acquisition, construction, power connection and maintenance of sites with generator and solar facility.

7.3. Plug & Play

They provide end to end solution starting from site acquisition, ac/dc backup with generator facility, use own capex for supporting partners (i.e. pole building/strengthen, power up gradation).

7.4. In Building Solution (IBS)

An extensive list of sites offered to customer which actually build to facilitate dedicated telco coverage inside the building (i.e. large commercial complex, airport, govt kpi buildings and markets etc.)

7.5. Operation & Maintenance Services (o & m)

Offering customer to manage maintenance of passive infrastructure in the entire country. (i.e. managing power, tower maintenance, security and troubleshooting, generator gueling, solar maintenance, etc.)

7.6. Capital Release

Offering asset consolidation, merger & acquisition and other way to release capital.

8. Client and partners:

9. Organizational chart:

Edotco follows a big hierarchy. In the hierarchy, there are 8 different departments which are headed by the CEO. Under each department there are several divisions. These department and divisions plays a very crucial role for the success of the company.
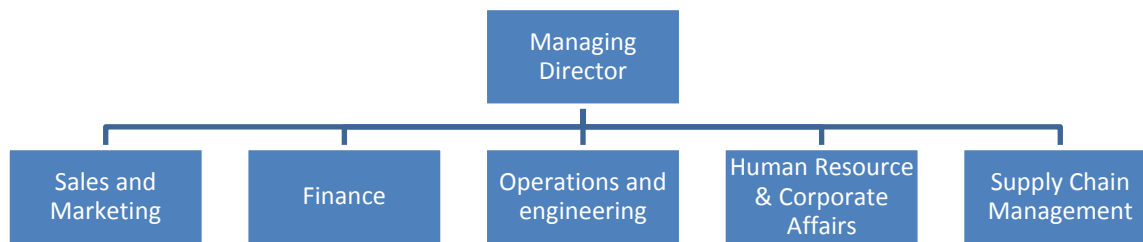
9.1. Sales and Marketing

The overall market operation department has nine sub divisions which include: Business IT, Customer Experience, Sales and Services, Value Added Service, Voice and Devices, Market Strategy and Planning.

9.2. Operations and Engineering

This department consists of six divisions which include: Compliance, Regional Operations, Central Operations, Implementation, Planning and Development.

9.3. Human Resource

Human Resource consists of four divisions: Employee Relation and Compliance, Competence Development, HR Operation, Organizational Development and Training Management.

9.4. Supply Chain Management (SCM)

The work of SCM includes: monitoring data management to keep accurate product, contract, pricing and invoicing information; working closely with suppliers and customers to improve operations and reduce costs; communicating needs & objectives to managers & key personnel in procurement, logistics & distribution; negotiating contracts to reduce costs and achieve maximum efficiency; providing accurate routing information to ensure that delivery times and locations are coordinated; accurately calculating total supply chain costs in relation to proposed new projects etc.

9.5. Finance

The division and sub division of Finance department is illustrated below. There are total 150 employees who work in Finance department, which is 8% of the total employee of Edotco. The sub division and division of Edotco are illustrated below:
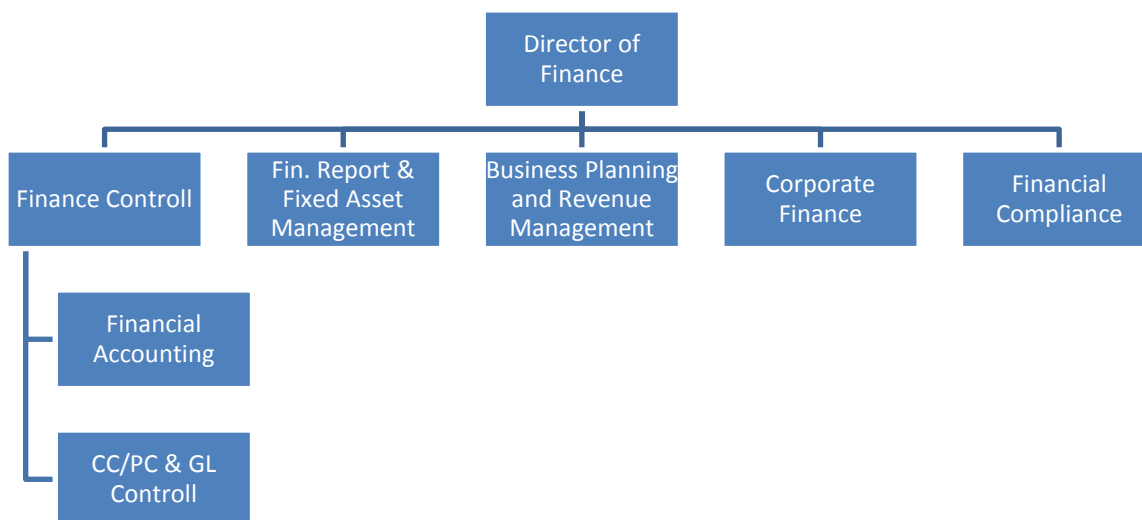
9.5.1. Financial Asset Management and Financial Reporting (FAMR)

This division provides accounting and financial management support services to the Edotco. This includes assistance with account structures, cost centers, fund control, general ledger and accounting transaction/variance analysis, cost transfers and corrections, cost allocations, interagency transactions, regulatory and management of financial accounts and reports etc.

9.5.2. Financial Compliance, Insurance and Process Management (FCIP)

This division work is to assist in the oversight of all aspects including: assessing inherent risks and conflicts of interests; developing and implementing transactional, periodic, and forensic testing programs to assess the adequacy of Edotco policies and procedures; performing compliance testing; assisting with the development of compliance training programs etc. Moreover, it plan, direct, and coordinate risk and insurance programs control risks and losses.

9.5.3. Business Planning and Revenue Assurance

Business planning division is responsible for ensuring that appropriate company-wide asset-based and operations-based planning systems and processes are in place. It involves assimilation of all resourcing, scheduling, technical, logistical, manpower, contracting, adherence to regulation, risk assessment, and development of financial information from all departments and projects as well as the collaboration and teaming skills with various departments to develop and maintain the company's policies and processes, enabling a best-in-class and standardized approach to the business. It also oversees operation of the company's PMO (Project Management Office). This includes guidance/training of project managers, and making sure enterprise-level information about staff, links to the company's ERP system, etc.

Revenue Assurance division work consist of a series of activities that are applied to ensure that the business processes, the organizational structure, controls and the information systems related to revenue cycle (consumption capture, pricing, billing and collections) work together effectively to protect revenues and maximize the margin.

9.5.4. Corporate Finance

The key works of corporate finance division are as follows:

(i)   To provide the management with financial planning, management and control in order to ensure effective and efficient financial management of the Company.

(ii)   To ensure smooth taxation management through efficient financial strategy and policy.

(iii)   To build up relationship with various regulatory and other financial institutions in order to achieve necessary accomplishments.

(iv)   To ensure Inter-operator revenue recognitions and payment settlement in time that facilitates the revenue growth.

(v)   To ensure the smooth import process that enable the company implementing expansion program in time.

Ensure that the vendor payment is done effectively and efficiently.

10. Job Description:

In my twelve weeks of internship in edotco I went through different experiences. My position as an intern implied to work for SAARP (Site Asset Audit and Reconciliation Project) project of Fixed Asset Management division of Finance department. In first two weeks of my internship I was trained to remember the asset list and techniques of reconciliation. This work requires ample competency over MS Excel. Most of the part of asset reconciliation is done in excel sheet. In interview the knowledge about using vlookup in excel is tested by the interviewer. Then there are many other techniques learned in excel while reconciliation is being done.

After two weeks when we were fully prepared to do asset reconciliation we were given targets to fill up. As it was a team work, each members of the team was given a target of seven sites asset reconciliation per day. The working hour per day was 8.5 hours. In each of the week one specific day was set to review the work progress. Usually this day was Wednesday. The supervisor used to collect sites from everyone on Wednesday. He used to review our work and give feedback.

Edotco Bangladesh Co Ltd. began as a subsidiary of Robi Axiata Ltd. but now they want to be independent and do business separately. For that reason edotco Bangladesh Co Ltd is buying the passive networking infrastructure of Robi at a price tag of $145 million and they will invest an additional $50 million in the next one year to upgrade and expand its network to operate these assets. It will provide tower services to all telecom, Wi-Fi, WiMax and other similar organizations with communication needs. Currently, the company has more than 6,000 towers in operation, according to the company's website.

The telecom regulator had enacted an infrastructure sharing guideline to let telecom operators share their towers, but the initiative was not successful. So, it"s a very important project for them. They are buying 44 types of equipment form more than 7000 sites of Robi Axiata Bangladesh. Edotco divided the different types of assets. The assets with different classes given below:

Assets to be Tagged	E.co Asset Class Id	E.co Asset Class
Tower	B110	Towers
Monopole	B110	Towers
Box Pole	B110	Towers
Generator	B120	Generators
Fuel Tank	B120	Generators
Air Con - Window Type	B130	Air Conditioner
Air Con - Split Type	B130	Air Conditioner
Air Con - Controller	B130	Air Conditioner
Free Cooling System - Fan(IVS)	B130	Air Conditioner
Free Cooling System - Controller	B130	Air Conditioner
Battery Rack	B140	Battery Bank
UPS	B140	Battery Bank
Battery Cell/UPS Battery/Solar Battery	B140	Battery Bank
Rectifier Cabinet	B150	Power Plant
Rectifier Module	B150	Power Plant
Rectifier Controller	B150	Power Plant
Rectifier Charger	B150	Power Plant
MDB - Board	B150	Power Plant
DCDB	B150	Power Plant
Auto Transfer Switch (If outside MDB)	B150	Power Plant
Intelligent Power System	B150	Power Plant
Automatic Voltage Regulator(AVR)	B150	Power Plant
Voltage stabilizer	B150	Power Plant
Voltage Temperature Monitoring System(VTMS)	B150	Power Plant

Distribution Box	B150	Power Plant
RT Pole	B160	Civil Works
Antenna mounting Kit	B160	Civil Works
RRU Mounting kit	B160	Civil Works
Equipment Room	B160	Civil Works
Transmission Rack	B160	Civil Works
Battery Cabinet	B170	Telecom Shelters
Multi equipment Cabinet/Steel Made Room	B170	Telecom Shelters
AC Serge Arrester (if outside MDB)/SPD	B180	Power Plant
Aircraft Warning Lamp	B180	M&E Works
BTS Alarm Box	B180	M&E Works
Aviation Light Sensor	B180	M&E Works
Bundle Cable	B180	M&E Works
Portable Fire Extinguisher (PFE)	B180	M&E Works
Fire Suppression System	B180	M&E Works
RMS Monitoring System(RTOC)	B180	M&E Works
Building	B320	Building
Solar Energy System - Panel	B330	Solar
Solar Energy Charge Controller	B330	Solar
Battery Cell (Li - Ion)	B340	Battery-Li-io

Robi tagged their assets in different names. Edotco makes the asset class to denote the type of assets and make it easier to understand. Robi tagged their assets in different names. Edotco makes the asset class to denote the type of assets and make it easier in this working process.

The vital roles are playing by the vendors. They go to the different sites inspect and verify the equipment and put the edotco tags on the assets to make it identifiable to the edotco. They also note down the Robi tags with those equipment, if they found them. For avoiding the problematic situations, they capture the picture of the assets. There are seven vendor companies presently working in this project. Their name given below:

1. 4K engineering
2. HS engineering
3. Azmery engineering
4. Flexible engineering
5. Starlink engineering
6. Radii
7. UTSP
8. CFVL
9. PTS

10.1 Specific Task

I was the intern in the finance department. My roles and responsibilities were the following:

1. Identify the problems in fixed asset register(FAR)
2. Reconcile edotco vendor‟s data with Robi‟s fixed asset register.

Though it was a team work, it was a very important project for the company. We had too much responsibility to do it efficiently and properly. If we do any mistakes company can got more losses. So, I had divided my works in two steps. Those steps are **inputs** and **outputs**.
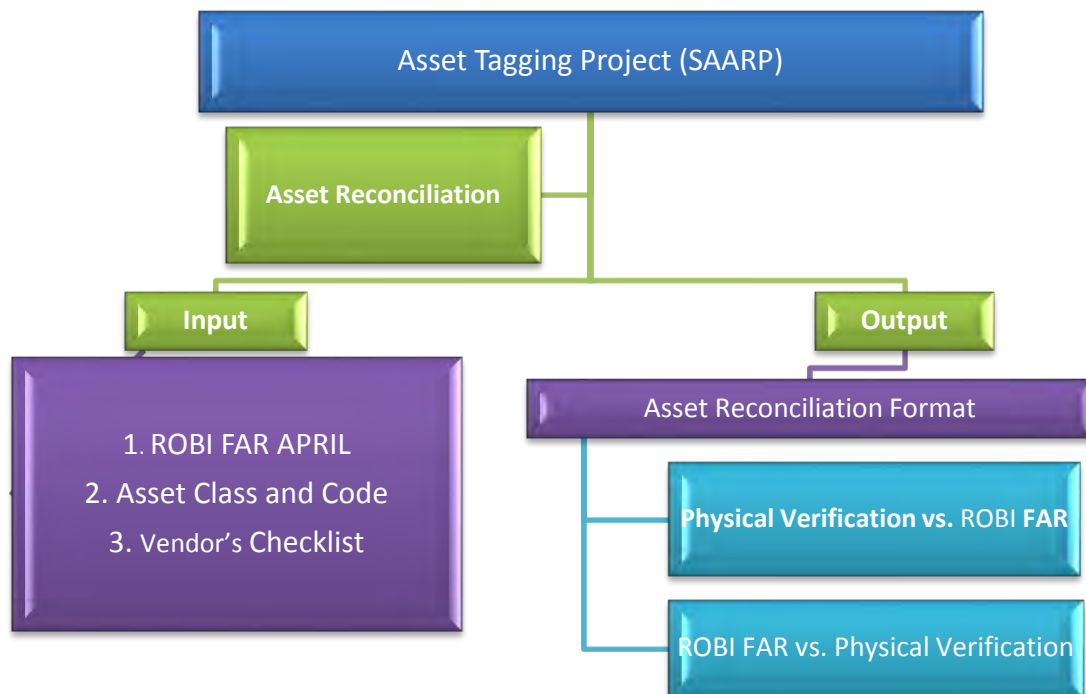
This datagram is showing how total works done and how the project is running.

This diagram shows, the elements of reconciliation. In the input Robi provided their fixed asset register (FAR) and their asset class are different from edotco˙s classification. Below the name of assets are tagged on different fixed asset register (FAR) by different parties are given:

| Vendor's Asset Description	Edotco Asset Description	ROBI FAR Asset Description
1. Tower	Tower	Rooftop Tower/Green Field Rooftop Tower (390)
2. Tower	Monopole	Rooftop Tower/Green Field Rooftop Tower (390)
3. Box pole	Box pole	Rooftop Tower/Green Field Rooftop Tower (390)
4. Generator	Generator	Generator/ Genset
5. Fuel Tank	Fuel Tank	Fuel Tank/ Fuel Buddy
6. Air- Con Internal unit	Air Con – Window Type	Air Conditioner (Window)
7. Air- Con Internal unit	Air Con- Split Type	Air Conditioner (Split)
8.Air- Con Controller	Air Con - Controller	AC timer
9. Free Cooling Unit- Fan	Free Cooling System - Fan(IVS)	Intelligent Ventilation System(IVS)
10. Free Cooling Unit - Controller	Free Cooling System – Controller	Intelligent Ventilation System(IVS)
11. Battery Rack	Battery Rack	Battery block/ Battery Bank
12. UPS	UPS	UPS
13. Battery	Battery Cell/ UPS/ Solar Battery	Battery Block/ Battery Bank
14. Rectifier Cabinet	Rectifier Cabinet	Rectifier Cabinet
15. Rectifier Module	Rectifier Module	Rectifier Module
16. Rectifier Controller	Rectifier Controller	PSM
17. Rectifier Charger	Rectifier Charger	Rectifier Charger
18. MDB/ MDB Board	MDB – Board	Power Distribution Box/ MDB
19. DCDB	DCDB	Distribution Box/DCDB

20. Auto Transfer Switch	Auto transfer switch (If outside MDB)	Auto Transfer Switch
21. Intelligent Power System	_____	_____
22. Automatic Voltage Regulator (AVR)	Automatic Voltage Regulator (AVR)	Automatic Voltage Regulator
23. Voltage Stabilizer	Voltage Stabilizer	Voltage Stabilizer
24. Voltage Temperature Monitoring System (VTMS)	Voltage Temperature Monitoring System (VTMS)	VTMS
25. Distribution Box	Distribution Box	Distribution Box
26. RT Pole	RT Pole	Tele Infra - Civil & other Electrical Work
27. Antenna Mounting kit	Antenna Mounting Kit	Anti-Mounting Kit/ Tele Infra and Civil Works
28. RRU Mounting kit	RRU Mounting Kit	Tele Infra - Civil & other Electrical Work
29. Outdoor Plinth/ Equipment Cabin	Equipment Room	Tele Infra –Civil & other Electrical Work
30. Transmission Rack	Transmission Rack	_____
31. Battery Cabinet	Battery Cabinet	Site Star / Battery Cabinet
32. Multi Equipment Cabinet	Multi Equipment Cabinet/ Steel Made Room	Prefabricated Shelter
33. AC Serge Arrester/TPU	AC Serge Arrester/ SPD	AC Serge Arrester
34. Aircraft Warning Lamp	Aircraft Warning Lamp	Aircraft Warning Lamp
35. Alarm Controller	BTS Alarm Box	Door &Temperature Sensor/ BTS Alarm System
36. Aviation Light Controller	Aviation Light Sensor	Aviation Light Controller
37. Bundled Cable	Bundle Cable	MCB & Cable
38. Fire Extinguisher	Portable Fire Extinguisher (PFE)	Gas: Fire Extinguisher
39. Fire Suppression System	Fire Suppression System	Fire Suppression System

40. RTOC	RMS Monitoring System (RTOC)	RMS Monitoring System
41. Building	Building	Building
42. Solar Energy System - Panel	Solar Energy System - Panel	Solar Energy System - Panel
43. Solar energy System- charge Controller	Solar energy charge Controller	Solar energy System- charge Controller
44. Battery Cell (Li- Ion)	Battery Cell (Li- Ion	

I mostly done my desk work in excel. Previously, I got some vendors data by those I input those in the reconciliation file. The process of input and output given in the diagram below:
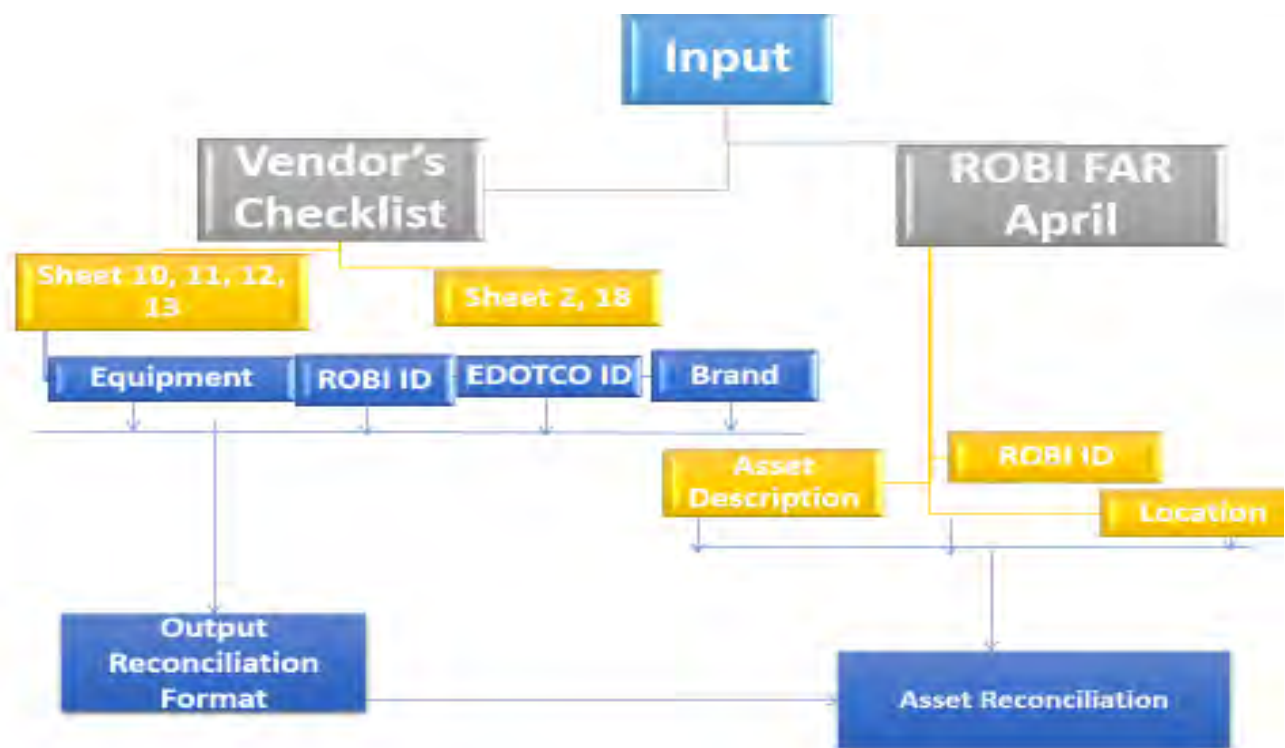
10.2 Other relevant activities

This is a very big and important project for the company and they want to separate from Robi before next year. So, for this project they need huge work force. They finance department decided to take more employees and train other departments" employees on this project. As I worked from very beginning in this project so we got more responsibilities to be done properly. Some relevant activities are describing below:

10.2.1 Collect data from the vendors

Previously I said vendors are playing the vital role in this project. They visits the sites and identify the assets and Robi tags. And note down all the information. So, after visiting the site, they send us those data. And I collected them form the server.

10.2.2. Arrange vendors data

There are more than 7000 sites. And every sites has more than 90 assets. Presently, nine vendor companies 500 peoples are working in this project. So, it"s too hard to arrangement the data properly. And the arrangement makes my work easier.

10.2.3. Checking the data

The edotco can"t visit all the sites psychically. So, some data can be missed by the vendors. For assurance they capture some picture with code. We matched them. If there is any problematic situation or any repeated data. We had to complain to the vendor"s company.

10.2.4. Inform manager on daily progress

It has been mentioned earlier that this project is very important for the company. So there are more than 30 peoples are working in this project. Every day average 60 sites are reconciled. Every day, I need to inform about daily updates about the project.

10.2.5. Train other department's employee:

Though, I started it as a finance department work, it was too hard to finish the project within September. There were a lot of sites. On an average if we want to finish the project within that time we need to complete more than 90 sites per day. We had wasted lots of time on other tasks. So, we had to start training other departments" employee to help to complete the target. For that reason we need to train the other department employees i.e. HR, Corporate finance, Sales and marketing etc.

10.2.6. Identify and recheck problems:

For the other departments" employee they don"t get much time to do this work. They have other own works. That"s why they can"t give much concentrate in this project. After their submission of data, we need to recheck those and give feedback to manager and directors.

11. Performance Appraisal:

The performance appraisal of this project depended on some tools and techniques. Mostly our works had been reviewed by our supervisor. Before submitting our weekly reconciliation file we used to do self-review. In self-review we developed some technique to find out the faults in our own work. In excel sheet there were some formulas to support our self-review. The self-review techniques are described below:

First of all we review that if the asset classes have been correctly mentioned. Therefore, we choose the filter option in the data bar in excel. Then we match the asset class with asset name. For example, if we search for asset class 110 then the asset description will show only tower. If any other asset description can be found other than tower then that will be corrected.

Then we review whether the comments against the reconciliation are correct. There are four types of comments. These comments are divided into two parts. The first part is status. In this part we write whether the reconciliation is perfectly ok or the FAR should be corrected. Then in second part we write the action against the status. Such as- if the status is perfectly ok then action

will be- no action need to be taken. Thus in self-review we examine whether the correct action has been given with the correct status.

Again we review whether any edotco ID of the asset has been repeated. The edotco ID for each asset is supposed to be unique. If any edotco ID is repeated then the problem should be identified and solved.

Thus we review our own work in excel and finally submit this file weekly to our supervisor. The supervisor also reviews our self-reviewed work in his own way and he gives us feedback if there has been any mistake. Then he puts our data to a larger reconciliation file where the whole 7000 sites reconciliation is being collected.

The supervisor also keeps record of how many targets have been fulfilled by each member of the team on a daily basis. The supervisor focuses on output regardless of how much time we spend giving the output. If seven targets are not filled up on a day by an employee then he will have to cover the lag on the next day or by doing overtime. If an employee can fulfill the target on a day then the target gets increased for him or her so that the project can be finished by time. Filling up targets gets harder for an employee when the sites contain assets around two hundred. On the other hand an employee cannot do more than his capability if targets are increased.

The facts discussed over about performance appraisal are critical. Sometimes the supervisor seems not so concerned about the fact that how much pressure employee goes through while filling up targets. This sometimes creates disappointments among the team members.

12. Observation:

Edotco is a multinational company currently operating in five countries. Working in such an organization certainly makes me feel fortunate. My observation about this organization is that it is focusing on cost effective strategy. Their employee hiring strategy is a reflection of their cost effective strategy. They hire contractual employees. Here most of their employees are contractual. In other countries hiring contractual employees means giving higher range of salary, whereas in Bangladesh especially at edotco this hiring is cost effective because, contractual employees get less amount of salary than permanent employees. In any organization the payment of employees holds larger portion of the total budget. Here the problem has been minimized by hiring contractual. The only permanent employees here are the people who are in the highest level of organizational hierarchy, such as- manager. Although hiring contractual employees are cost effective but the quality of labor has been also compromised while doing this. They can hire contractual employees only if the candidates are not highly qualified. The reason behind this is, an employee with higher experience would not want to work on a contractual basis for less salary. So the only people who will be interested to do such job are of lower qualification and lacks experiences. Therefore, the quality of productivity might get hampered. The employees who work on contractual basis might not feel dedicated to work for the organization as they know they are not going to stay for a long time. They might also feel frustrated as they hold job insecurity. This type of problems hampers organization's productivity greatly.

Another observation about this organization is that the working environment is interesting. The different departments of this organization are working in open space all together. The head of the department is sitting right in front of the subordinates. The subordinates are working together on a table. Each table can be classified as one department. This type of work environment has a very good impact on the organization. The people from departments are mixing and knowing each other. The supervisors can also keep an eye on their employees. The environment has allowed the whole organization act as a team as well as their internal control is also getting a great support from this environment.

On the other hand this type of environment is monotonous as the employee is always being

observed. The individual freedom of work has been compromised over here. The employees might sometime feel like getting a nap after a long tiring work, but this might not be possible when the boss is around. A work nap is always needed to boost the productivity. Humans are not capable of working at a stretch. They can work fine when they have a scope for recreation or getting some rest. In this environment the employees lack that chance. This might be also another cause behind less quality of productivity.

Recommendation:

My recommendation on the first observation would be, the head of the departments should be more careful about their hiring. They can also increase the number of permanent employees to get rid of bad quality productivity. There is always a saying „to get something, you have to give something." In this case the managers who are hiring should sometimes take care of the quality by giving away job security to a contractual. The job security could be making an employee permanent or referring him to other organization. Being cost effective sometimes might not favor the organization if the quality has been too much compromised.

My second recommendation would be, either the supervisors or head of the departments can give the employees chances to be relaxed at work. That can be done if the monitors are giving chances to take a nap or they would be friendlier with their employees, so that the employees feel free to ask for his rest or recreation.

My third recommendation would be, the supervisor should be more flexible about filling up targets. Targets should not be increased more if an employee is filling up his previous target. The employee should get some reward so that he or she feels happy to fill up targets. This will work as an positive reinforcement for the employee and the employee will be motivated to do fill up more targets by themselves.

13. Project:

Edotco Bangladesh Co Ltd (e.co), new tower operating company, is buying the passive networking infrastructure of Robi at a price tag of $145 million. The company will invest an additional $50 million in the next one year to upgrade and expand its network to operate these assets. It will provide tower services to all telecom, Wi-Fi, WiMax and other similar organizations with communication needs. The company is part of the e.co Group, which is a newly formed operation within the Malaysia based Axiata Group, owner of the Robi network. Currently, e.co will focus on renting out space on its BTS (base transceiver) sites for customer antennae and radio equipment, along with power to operate the equipment.The company began as a subsidiary of Robi but now it is independent and will do business separately. On business prospects in Bangladesh, There are 27,000 towers and we hope that a maximum number of sites will be shared in a commercial manner. Currently, the company has more than 6,000 towers in operation, according to the company's website. The telecom regulator had enacted an infrastructure sharing guideline to let telecom operators share their towers, but the initiative was not successful. As a result, operators are setting up multiple towers at the same sites. The electricity supply is challenging but manageable in the country. In this regard, e.co is investing $6 million to improve the quality of its battery backup.

The project discussed above needs asset reconciliation before buying ROBI"s assets. Therefore, the asset management department has started a project named SAARP to reconcile the assets edotco is willing to buy. I have been working as an intern in this project. The project is fully based on finance.

As I am a student of Human Resource, I have studied on Implementation **of Strategic Human Resource Management** while working in this project. For this I prepared questionnaire for the interview on this project.

13.1 Objective of the Project

This project involve both general and specific objective. Those are discussed below:

13.1.1. General Objective

- To relate theoretical learning acquired through classroom study with that of the real life business situation faced by the internee during his/her Internship period.
- To fulfill requirement of the internship program.
- To discuss about implementation of strategic HRM in the project.

13.1.2. Specific Objective

The specific objective of this report is to find out:

- How staffing is done for the project
  - How they recruit
  - Why external recruiting (volatile external environment, need for change)
  - How they do selection
- How the training and development takes place
- Performance Management and Feedback (use of the system, who evaluates, how evaluates)
- Compensation (Internal equity, external equity, individual equity)
- Employee separation (reduction in force, turnover, retirement)
- Global Human resource Management (joint venture, subcontract)

13.2 Methodology

This study involves the following methodologies:

13.2.1. Research Design

The current study requires a descriptive study to fulfill the main purpose of the study. As the main objective of the study is to find out the implementation of strategic human resource management, therefore descriptive research was undertaken. Descriptive Research is a type of conclusive research that has as its major objective the description of something-usually market

characteristics or functions. (Malhotra & Dash, 2012)

13.2.2. Targeted respondents

I have taken interview of the supervisor and the employees and the people working with the SAARP project**.** Some employees from other department such as HR department were also interviewed.

13.2.3. Sample Size

5 people were interviewed who were directly involved in this project.

13.2.4. Sampling procedures

The samples for this research were the employees working in the project. The interview was taken by asking questions to the employees and some were face to face interview with the managers involved in this project.

13.2.5. Data Sources

Primary Data: In depth interview of employees of edotco and mangers of the department of fixed asset management, corporate finance and HR.

Secondary Data: Articles and text from websites, books and magazines etc. relating to the topic concerned

13.2.6. Data collection

Data was collected through taking interviews.

13.2.7. Scope of the study

I have taken interviews in the work area which means within the organization only. There was no outsider involved.

13.2.8. Limitation

While undergoing the study, I was enthusiastically trying to present the topic in a concrete manner. In doing so, I was confronted with some problems as follows:

The lack of experience in the working field was a limiting factor.

Sufficient records & publications as well as up to date information are not readily available.

> ➢ No report in such field has been conducted so far to assist my report with more in depth information.
> ➢ Lack of working days due to the Holy Ramzan holidays made the interviews less interactive due to the additional work force of the officers & executives.
> ➢ Another limitation of this report is that the company‟s policy of not to disclose sensitive data & information for obvious reason, which could be much more meaningful for this report.
> ➢ This project is based on finance and my report is concerned to HR topic. So the availability of information was quiet difficult.
> ➢ The limitation of my study is that the sample size of the study was so small.

14. Analysis:

14.1. Staffing

14.1.1. Recruitment of the project

The recruitment of employees can be of several types, such as – temporary versus permanent or internal versus external recruitment. Regardless of whether the recruiting is done internally or externally, effective planning and strategizing are essential to the success of the process. This involves, how large an applicant pool is needed and when recruiting efforts should begin.

In edotco, according to the manager Fixed asset management they mostly hire temporary employees and also external.

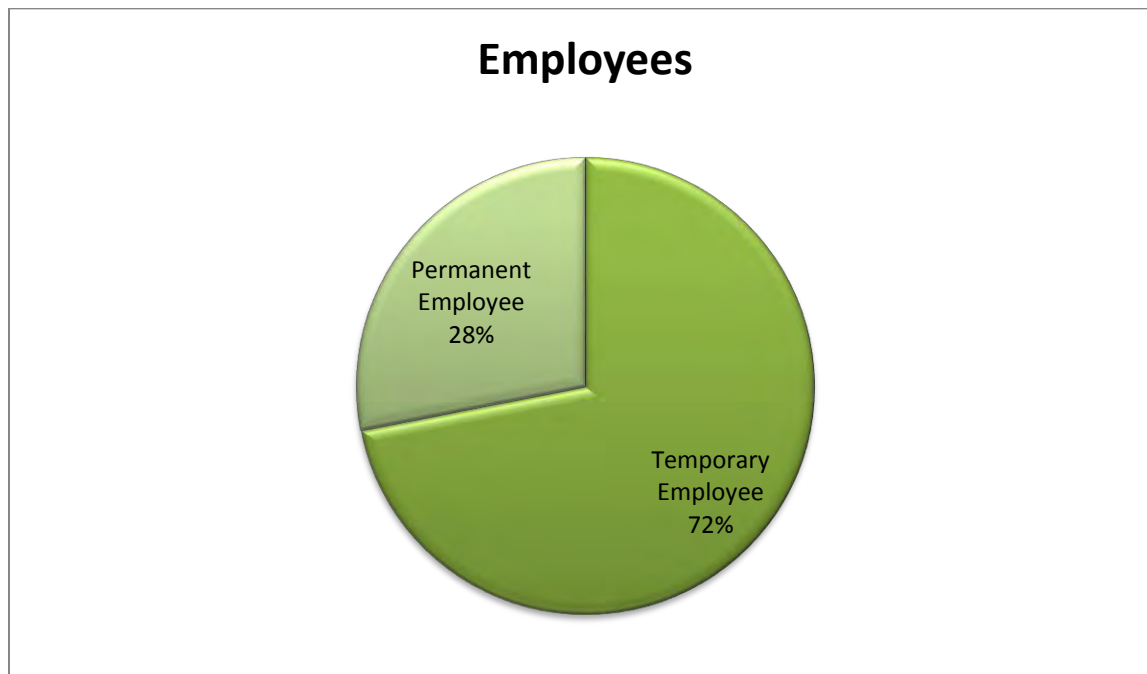The percentage of permanent versus temporary employees in edotco is given below:

Employees

Permanent Employee 28%

Temporary Employee 72%

Exhibit: 14.1.1 the percentage of permanent versus temporary employees

The percentage of external versus internal employees is given below:

Employees
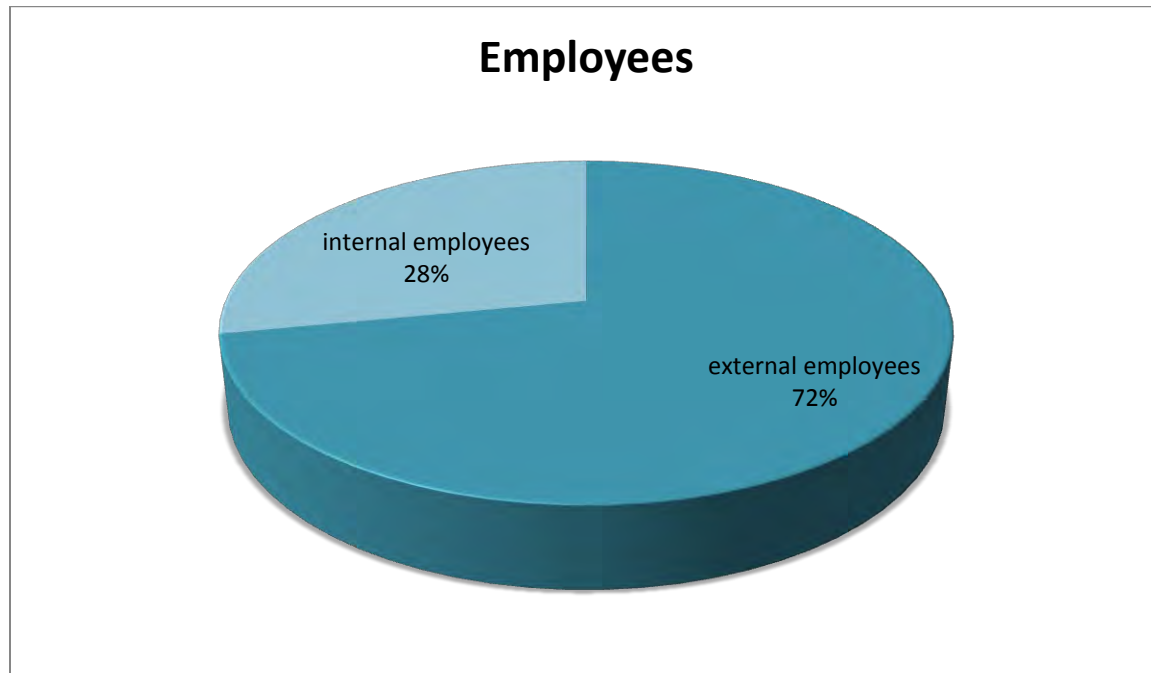
internal employees
28%

external employees
72%

Exhibit: 14.1.2 the percentage of external versus internal employees

The ratio for both the charts remains same. Question was asked to the supervisor and he said that, the reason behind this is, the temporary employees are hired from outside and the permanent employees are chosen from inside the organization.

On this SAARP project the Manager firstly hired 10 interns and two contractual employees to do 7000 sites in six months. The recruitment process of this project does not theoretically match with our recruiting pyramid and yield ratio.

For example, the number of applicants called for interview for this project was 50. Whereas according to yield ratio the number of applicant should have been 120 to get 10 interns. So there is lack of efficiency in recruiting.

Moreover the recruiting timeline should have been followed in recruiting interns and other employees but because of time shortage that procedure has also been ignored as the manager said

in the interview. How the process should have been followed demonstration is given below:
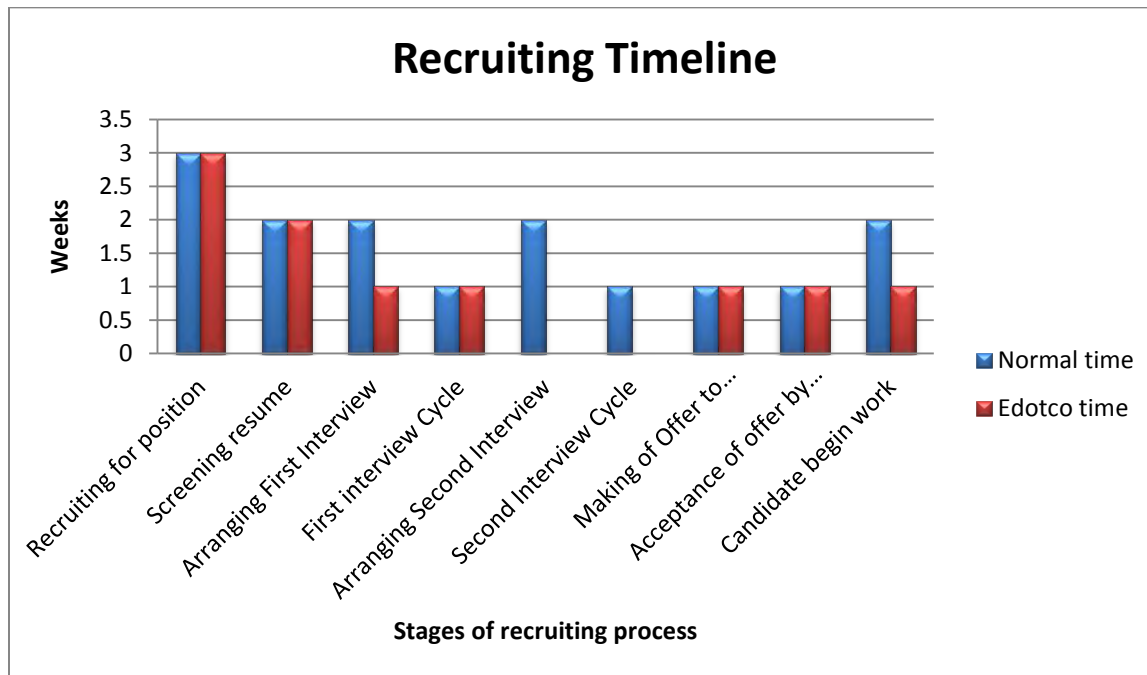

Recruiting Timeline

Exhibit: 14.1.3 the recruiting timeline

This chart shows that edotco took less time to recruit their interns and employees. The first stage of the timeline was to recruit for position. They collected the CV in normal time which is 2 weeks. Then they went for screening resume that also followed normal time which is 2 weeks. They took less time to take first interview and there were no second interview. The last three stages of the timeline were followed successfully except the last one where they took only one week. Though edotco did not follow the exact time line but they were nearer to the timeline.

- **Recruiting method:**

As edotco has been recruiting externally, the recruitment has been through internet according to the HR specialist. They posted their vacancy on their website and also did campus recruiting. I have been one of the candidates from their campus recruiting. For other employees recruiting they have contract with an outsourcing agency named "Enroute". The other employees are recruited by the agency to the company.

To an interview with the supervisor, he said that the external recruiting is needed for the

company for cost cutting strategy. They are working on particular project which will end within a year. After the project will be finished there will be no need of the employees of this project in the organization. Therefore, they went for external recruiting.

The logic behind recruiting externally has matched the theoretical perspective of strategic human resource management. When a company has volatile external environment and there is a need for change then organization should go for external hiring.

- **Selection method:**

From an interview with the HR specialist, I found out that the selection method of this project was taking interview and testing both at a time. When they call for their first interview they call the candidates in a group and make them seated in a room. Each of the candidates is given laptop by the company for the testing. The supervisor and the HR specialists both introduce themselves to the candidates. Then the candidates are given to perform a certain task on excel sheet in fixed time range. The first one to finish the task would get selected. They had 10 people in each group while taking each interview sessions. The interview session has been repeated five times. In the first two sessions they had selected 10 interns two work in this project. After some time the intern were looking for better opportunity and left organization. Therefore, their strategy of taking intern to accomplish the work failed. Then another three sessions of interviews were conducted and 10 new employees had been taken to do the work. This time they selected temporary employee who will work on this project on contract basis.

14.2. Training and Development

The key to developing a successful training program is planning and strategizing the training. This involves four steps – Needs assessment, the establishment of objective, delivery of the training and evaluation. A model is given below:
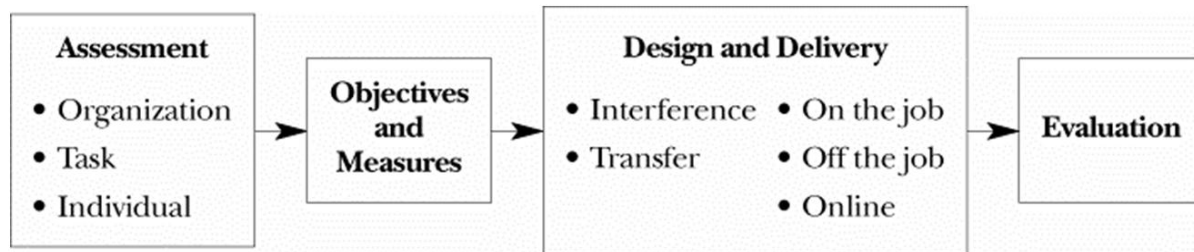
Exhibit: 14.2 Training and Development Process

14.2.1. Need Assessment of edotco SAARP Project

Need assessment involves determining why specific training activities are required and placing training within an appropriate organizational context. According to the manager of fixed asset management, edotco started this new project SAARP it had to determine how their employees will work on this project as the work involves in depth knowledge about excel and has some critical and constant structure of work. The work cannot be done by an individual if proper training is not given to the employee about the organization the task and individual level.

On an interview with the HR manager, it has been clarified that the need assessment for this project was not consulted with her rather it was an initiative taken by the line manager of this project. Although the need assessment was not prepared according to the model which involves three levels, but a general need assessment was already there for learning the new things about the reconciliation of assets.

14.2.2. Objectives and Measures of this project

The objective behind the training of this project work is to make employees efficient in their individual work and also to make employees aware of what this project is all about, what are their goals in this project and how the targets should be achieved, but this objectives are not a contained data in the performance management system of edotco according to the HR manager. It is rather an objective not mentioned very clearly she also said.This project is a very important project for the company, but having very little knowledge about HR the supervisor lags behind in deciding the objective for training and mentioning it clearly to the employees and keeping record of these objective.

14.2.3. Design and Delivery of training of SAARP project

About the design and delivery of training of SAARP project the project coordinator said that, this training was conducted for two weeks. It was an on the job training. The first two weeks of the internship I and my group mates were trained on this project work by him.

On the first week of training we were trained about what this project is all about and introduced us with assets name and class. Then in second week we were shown how to do the work. They gave us some demonstration on how to do the work. We used to observe their work and finally we learned after two week how to do the work.

14.2.4. Training evaluation of SAARP Project

After the training session was over on the third week of the internship we were told to demonstrate how well we have learned the work. Our supervisor reviewed the work. He found out some mistakes and he showed us how correct that.

Theoretically, the training evaluation should have been done by following some steps. The steps are shown in a model below:

Level	Questions Being Asked	Measures
Results	Is the organization or unit better because of the training?	Accidents Quality Productivity Turnover Morale Costs Profits
Behavior	Are trainees behaving differently on the job after training? Are they using the skills and knowledge they learned in training?	Performance appraisal by superior, peer, client, subordinate
Learning	To what extent do trainees have greater knowledge or skill after the training program than they did before?	Written Tests Performance Tests Graded Simulations
Reaction	Did the trainees like the program, the trainers, the facilities? Do they think the course was useful? What improvements can they suggest?	Questionnaires

Exhibit14.2.4 Kirkpatrick Donald "four steps to measuring training effectiveness" model

In this project no such step were followed according to the interview with the supervisor. The supervisor said rather they measure it through performance of an employee.

14.3. Performance Management and Feedback

14.3.1. Use of the system in the SAARP project

From an interview with the HR manger it has been found out that the performance management system is not maintained by HR team. According to the manager of fixed asset management Mr. Delwar said that the performance management system for this project is very simple. Currently on this project 10 employees are working including the project coordinator. The performance of this project is measured on a weekly basis. The operations team also keeps the record of our performance as they have to deliver sites file according to our performance.

14.3.2. Who evaluates

In the interview with the project coordinator he said that the supervisor of this project and manager evaluates the employee"s performance.

14.3.3. What to evaluate

The project coordinator said that the outcomes that the employees give are the tool for evaluation.

14.3.4. Means of evaluation

In this project no particular means of evaluation has been followed. The supervisor of our project showed us the file where our performance is being recorded on a weekly basis. The demonstration of the file is also given next page:

Week	Sunday	Monday	Tuesday	Wednesday	Thursday	Total individual
Employee 1	7	7	0	7	7	28
Employee 2	6	7	5	7	7	32
Employee 3	5	7	8	7	7	34
Employee 4	7	7	6	8	0	28
Employee 5	8	7	7	6	0	28
Employee 6	7	7	7	7	6	34
Employee 7	7	7	7	7	8	36
Employee 8	7	7	7	7	5	33
Employee 9	6	7	7	7	7	34
Employee 10	6	7	7	7	7	34
Total in group	66	70	61	70	54	321

Exhibit: 14.3.4 weekly employee evaluation chart of SAARP project

Thus the manager counts the performance of the employees on a weekly basis. On an interview with the manager of fixed asset management, he said that, the KPI (Key Performance Indicator) is very important for the project, as it reflects the goal of this project. He mentioned that the key performance indicator for this project is filling up targets.

On an interview with the employees it has been found out that they themselves keep record of their own performance. There is a separate file for them where they fill up information about filling up targets on each day. This helps them to be confirmed about what targets they have filled up. If there are any mistakes in performance evaluation by the manager then they can show the records of their own.

The employees were given questionnaires to fill up about the performance evaluation. From the questionnaires it has been found that employees are not happy with their performance as it lacks motivation. They are not given any reward when they are filling up target or showing high performance. There is only punishment when targets are not filled up. This does not satisfy employees need for motivation.

According to the employees the performance evaluation should have been in a systematic way and there should have been some rewards for showing good performance. They have given suggestions that the rewards can be good praise, a tag like- employee of the week or may be after a month they would be chosen to be employee of the month and a special gift might be given to him or her

They also said that there is no gender biasedness in performance measure. They appreciated this fact that the organization does not discriminate among employees.

14.4. Compensation

Compensation is a key strategic area to attract employees, retain employees, and ensure optimal level of performance. A basic compensation model is given below for understanding:
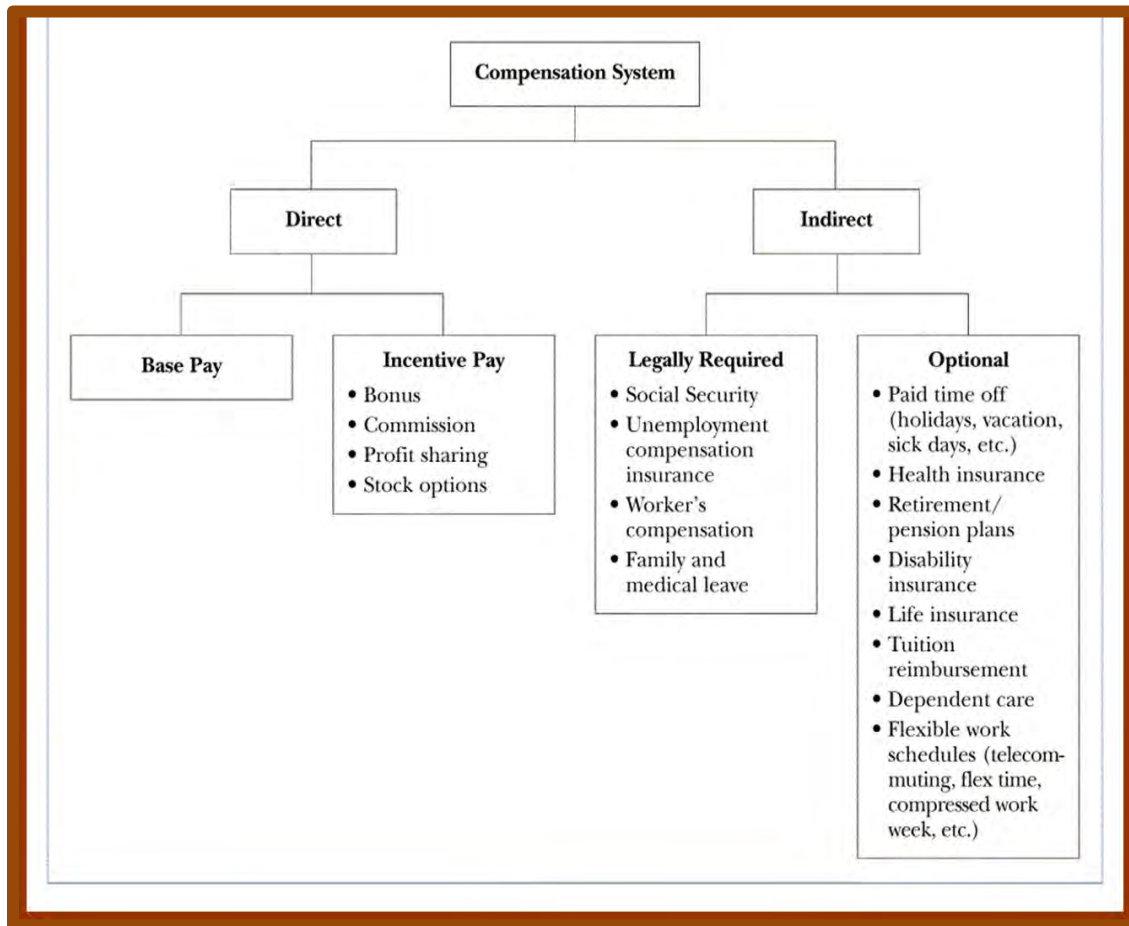
Exhibit: 14.4.1 a compensation model

Compensation system of edotco SAARP Project:

Information for this part was confidential so I have been not been successful to get all the information regarding this issue. From an interview with the HR specialists Ms. Shaolin it has been clarified that the compensation information about the permanent employee such as managers, specialists, directors cannot be discussed. Therefore, here I have focused on the team I have worked with.

From an interview with project coordinator I have come to know that when it comes to temporary employees the edotco does not follow the basic model of compensation. It is rather a

consolidate amount.

According to the coordinator, the payment of the temporary employees ranges from 20000-40000. In our SAARP project team the people working are 10 in numbers. One of the ten people is coordinator. Three of them are interns and rest six people are employees on contractual basis. The coordinator also said that there are no incentives or bonuses given to temporary employees. A temporary employee can get bonus only if he has been in the organization more than six months.

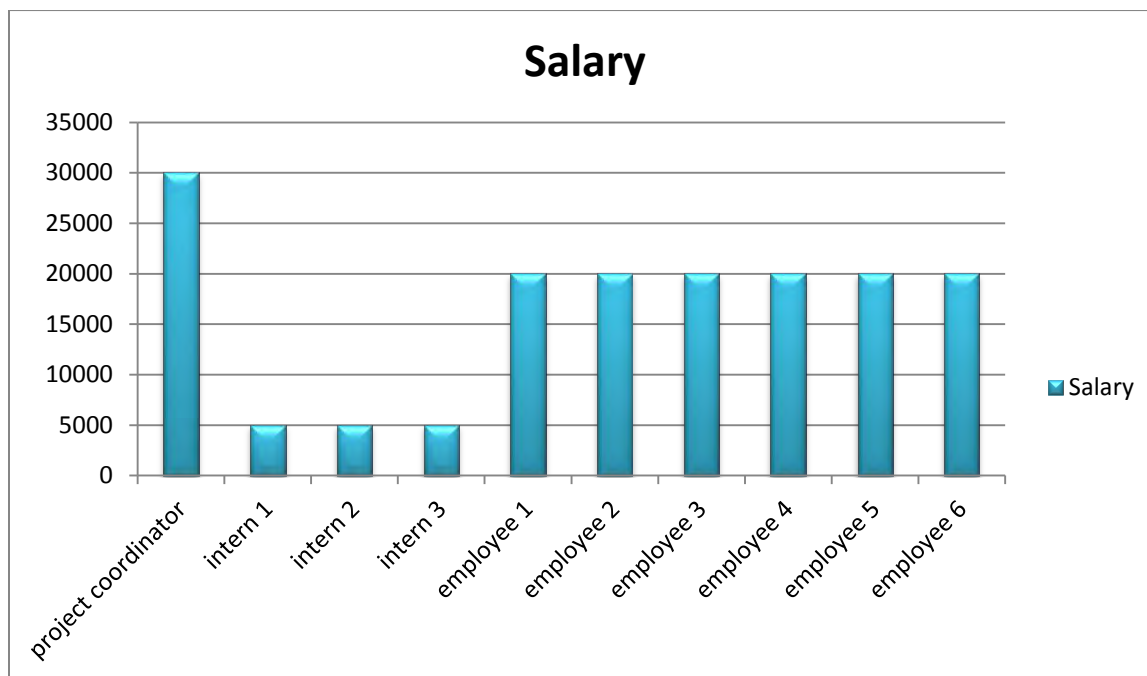I would like present the salary payment of edotco SAARP project staffs in a chart:

Exhibit: 14.4.2 Salary chart of employees of SAARP project

From the questionnaires given to the employees of this project it was found out that they were not happy with their compensation system.

The reason they have given was, they were unhappy that they did not get any Eid bonuses, although they have worked hard in the month of Ramadan. Again there are no incentives given to the employees.

From an interview with the specialist in Fixed asset management department, it has been clarified that the managers and up level employees get salaries ranging from 1,00,000 – 2,00,000 and above taka per month. Additional bonuses are also there.

14.5. Employee Separation

Employee separation at edotco:

The separation of employee at edotco is very common, as most of the employees working here are temporary said the HR manager. The contract of temporary employees is made in such a way that they can leave the organization whenever they want to, except the probationary period. The contract only says that the employee must give a notice of one week before living. For permanent employees there are some rules and regulations which are followed by "The Bangladesh Labor Code 2006".

The HR manager said they have 0.24 percent of their total employee leaving the organization every year and 0.02 percent every month. The figure is shown in a pie chart below:

Turnover Rate

every year
2%

every month
-98%

Exhibit: 14.5 employee turnover rate

There are three types of separation reduction in force, turnover, and retirement. The reduction in force might take place in future according to the HR manager as the edotco will start its individual business. Most of the employee separation of edotco is related to voluntary turnover according to the HR manager. There are some involuntary turnover when a particular project is over and contract with an employee ends. Some other turnovers are beneficial, such as – when an efficient employee gets promoted to upper level.

She also said that edotco in Bangladesh has started their journey only two years ago. Therefore, there has not been any scope for an employee to retire. They are still working on their retirement policy of edotco. She also said that the policy will certainly be guided by home company in Malaysia.

14.6. Global Human Resource Management

14.6.1. Global Human Resource Management of edotco
According to the HR manager there are some employees who work here but they are from other countries like Malaysia or India. We have two Indian colleagues working in the SAARP project with us. Both of them are working as consultant in operations team of edotco. They also directly work on this SAARP project.

14.6.2. The difference in global and domestic HRM in edotco
From an interview with the HR specialists I have come to know that there are difficulties in dealing with foreign employees as they are different countries. They have to deal exchanging foreign currencies. They also have to take care of employee's personal life. These global assignments involve risk including health and safety, legal issues in the host country etc.

14.6.3. Assessing culture of edotco
The HR manager said that before they select these employees to come and work in Bangladesh they have to assess the employee's culture so that they know if the employee will be comfortable to work here. In India the culture is quiet similar to ours. So there is less issues regarding

assessing culture of the employee and our said the HR manager.

14.6.4. Strategic HR Issues in Global Assignments in edotco

The manager said that they have faced less strategic HR issues regarding employment of foreign employees in the company. They have ensured that the employee feels comfortable to work in the corporate environment of Bangladesh.

Last from an interview with the consultants I have come to know that, they do face problems adjusting with the environment when they come to Bangladesh. They also found some similarities with their culture in Bangladesh. As they have short period of contract, so they do not get the ample time to adjust mix with people and get used to the language, food and culture.

15. Findings:

From the discussion above I have found out many problems that the HR manager and the manager of SAARP project should work on. This report has been prepared specifically to observe the strategic human resource management of the organization. There are some lacks on following exact theory of strategic HRM. The findings about the SAARP project and edotco are given below:

- The recruitment process of SAARP project failed for wrong planning. The first wrong step was hiring interns to do such an important work of the organization. Then they recruited contractual employees but they were less in numbers to fulfill targets on time.
- There is no systematic method for performance evaluation in SAARP project of edotco. The method they have prepared for performance evaluation is not enough to evaluate actual performance. This can cause loss to the project.
- The temporary employees are not happy with the compensation system of edotco. If this continues then the productivity will be less in future. The HR manager and line manager should work together on this.

- There is a lack constant communication between HR manager and line manger while taking HR related decision. For example, the line manager should take advise before taking decision about who should be recruited for SAARP project.

- The employees are suffering from job insecurity. They know if the project they are working on is over, they will have to leave the job. They are always looking for new jobs.

- The employees do not feel dedicated to the organization as they work on temporary basis. They will not risk themselves if any emergency arises. The manager will have to take initiative to decrease the aggression among employees against the organization.

- Edotco should change its working environment so that employees do not feel monotonous. The employees are in a position of constantly motoring. Therefore, they do not feel like doing the work with dedication and they do not enjoy working.

- There is no reward for better performance in SAARP project of eodtco. So the employees are not motivated to fill up the targets.

16. Recommendation:

There are some recommendations for the findings that can make a big difference to the organization. If the HR manager and line manager come forward and work together then the problems can be solved.

The first recommendation is about recruiting. The line manager of the SAARP project should have consulted with the HR team before choosing to take employees for SAARP project.

The performance evaluation system for SAARP project is not a perfect system. There were no measures used; only records of targets have been kept. Therefore they can use model such as-Graphic rating scale or behavioral observation scale. A demonstration is given below for both the models.
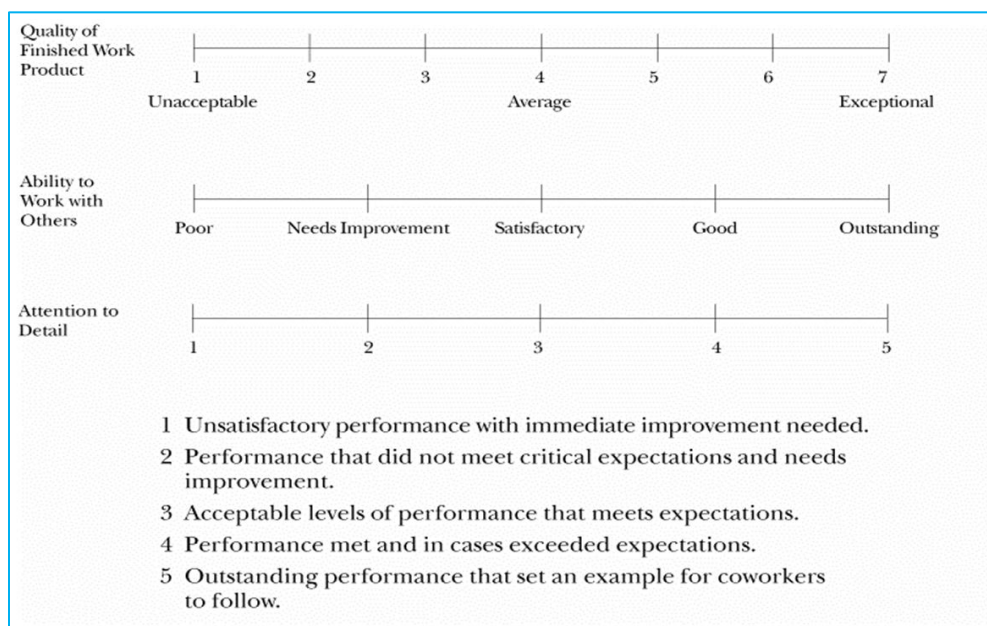

Figure1: Graphic Rating Scales Model

Assess the employee's performance using the following scale:

1	2	3	4	5
Almost Never	Less Often Than Yes	On Average	More Often Than Not	Almost Always

Is able to meet deadlines.   _____
Shows sensitivity when dealing with delicate personal matters.   _____
Works well as a team member.   _____
Shows attention to detail in written reports.   _____

Figure 2: Behavioral Observation Scale (BOS)

The temporary employees should be given compensation. Even if not much then at least they should be given festival bonuses, if they remain in organization on festive.

The line manager should always consult with HR manager before taking decisions regarding employees. They should give each other advice what can be done.

The line manager and HR manager should come forward to decrease the job insecurity among their employees. They can plan for fixed payment for a fixed time. They can also refer the employees to other organizations after their projects are over.

The teams can be given separate places for work or they can be given freedom to work in whatever position they like. They can also be given freedom take a work nap infront of their monitors.

There should some reward for the employees of SAARP project of edotco. They can be praised, they van be given the employee of the week tag.

17. Conclusion:

Last year all mobile companies introduced 3G for the first time in our country. And behind the successful story of the more subscribed companies are best network facilities. Behind the best network there is only one name is edotco. They introduced tower sharing concepts for the first time Bangladesh. Edotco Bangladesh Co Ltd. began as a subsidiary of Robi Axiata Ltd. but now they want to be independent and do business separately.

This report is an internship report prepared as a requirement for the completion of the BBA program. The primary goal of the internship was to provide an „on the job‟ exposure to the student and an opportunity for translation of theoretical conceptions in real life situation. The students are placed in enterprises, organizations, research institutions as well as development projects.

My internship in the SAARP project of edotco helped me to understand what the real facts of recruiting employees are and how in real the performance is measured. I have tried to relate my theoretical knowledge about Strategic HRM with practical HRM of this Project. There has been some mistakes at the beginning of the project which could be avoided if the recommendation could be followed properly.

18. Appendix:

Interview Questions

Question No.1 what is this SAARP project is about?

Question No.2 what is the recruitment process for this project?

Question No.3 Why this type of recruitment strategy?

Question No.4 what time they usually take to collect cvs?

Question No. 5 How much time do they spent on screening?

Question No. 6 How much time do they spent on arranging first interview?

Question No. 7 How much time do they spent on taking second interview?

Question No. 8 How do they make an offer?

Question No. 9 How much time do they spent on giving employment to the selected person?

Question No. 10 How do they pay their employees?

Question No. 11 How do they compensate?

Question No.12 How do they compensate the foreign employees?

Question No. 13 How do they separate their employees?

Question No. 14 How do they manage their foreign employees?

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