



Internship Report
On
“Training & Resourcing Coordination”
Of
“Robi Axiata Limited”



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Robi Axiata Limited

Internship Report



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“Robi Axiata Limited”



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Course ID: BUS400

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Letter of Transmittal

18th January, 2017

Ms. Afsana Akhtar

Assistant Professor,

BRAC Business School,

BRAC University, Mohakhali, Dhaka.

Subject: Submission of Internship report for the completion of BBA program.

Respected Madam,

It is a great pleasure for me to present the internship report on ‘‘Training & Resourcing Coordination’’ under People & Corporate Division of Robi Axiata Limited. For the completion of my Bachelors of Business Administration Degree I got this as my prior assignment.

I am happy to inform you that I have successfully completed my 12 week internship at Robi Axiata Limited, under the supervision of Mr. Adeed Ahmed, Specialist, Talent & Development of People & Corporate Division. It was a great experience for me to work in a MNC like Robi Axiata Limited and gain in depth knowledge on ongoing telecom business, more specifically how the administration works in this highly competitive market. Throughout this study I tried to accommodate as much as information & relevant issues as possible and also to follow the instructions you suggested. I tried to make this report informative.

I am extremely grateful to you for your constant guidance and kind cooperation on this report. It would be great if you kindly go through my report and evaluate my performance.

Sincerely,

Khandokar Ashikur Rahman Zilani

ID: 12204027



Acknowledgement

At the very beginning I would like to thank Almighty for his tremendous blessings upon me to successfully complete this internship report, with the enthusiasm and strength needed.

Acknowledgement is made to the courtesy of all who have kindly provided information and given permission for making this term paper. Without whom this term paper can't be completed. Firstly, I would like to thank BRAC University and BRAC Business School for enlightening me over the period of my Bachelors in Business Administration. Every faculty of BRAC Business School receives my greatest honor because of all their teachings.

I would like to thank Ms. Afsana Akhtar, Assistant Professor. BRAC Business School, BRAC University for providing me the proper guidance to complete the whole internship report. My gratitude goes to Rawnak Afroze, specialist, Resourcing, Robi Axiata Limited for selecting me as an intern into their organization and Mr. Adeeb Ahmed, Specialist, Talent & Development, Robi Axiata Limited for guiding me which helped me to learn about corporate culture in highly competitive telecommunication market. I would like to thank Sharmin Sultan, Vice President, Talent & Development, Robi Axiata Limited, who was my team leader. Along with that I would like to show my gratitude to all the members of the People & Corporate Division who have always been very supportive towards me and helped me to work resourcefully.

Finally, I consider myself fortunate to have had the guidance of all the faculties and mentors throughout my 4 year Bachelor of Business Administration program at BRAC University, which helped me to shape my perception and understandings for facing the real world career challenges. It also helped me to prepare a fruitful report.



Executive Summary

The main objective behind preparing this report is to critically observe the training and development process of Robi Axiata Limited. Here, I tried to relate the situations with theory based study as well as focus on the similarities & dissimilarities I found during my internship period. Out of all the telecommunication company Robi is currently in the 2nd leading position based on the revenue generation, number of subscriber and employee turnover ratio. During my internship I assisted in all types of training and learning session happened there. I worked with several department like compensation and benefits, resourcing, ethics & cultural department. I found Robi's Training & Development process very effective and company policies are very well structured. Though there are some barriers but I was able to overcome those and specify my findings. Finally, I found some scope of improvement where Robi can emphasize. Every department of Robi Axiata Limited promotes customer at the center. Over all scenario says that Robi is doing phenomenally good in telecommunication industry of Bangladesh.



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Section 1: Introduction



1.1 Introduction

Now a days, the telecommunication business is no longer standing only on its primary concerns rather than it goes beyond with various new subsidiaries. Which helps the business to grow fast as well as becomes a great source of employment. It also ensures a maximum profit for the organization. Robi Axiata Limited is one of those telecom brand in which started with a small center but now standing as one of the giant brand in the country.

Robi Axiata Limited is one of the biggest telecommunication brands in Bangladesh. It currently employs more than 1900 employees all over the country. To ensure the proper management of this huge manpower it requires a sound HR policy and most importantly the best manpower in the HR department as well. Robi Axiata Limited has got a very effective HR team which is always active in ensuring a friendly working environment, successful recruitment, job satisfaction etc. This report focuses on the overall training and development process at Robi Axiata Limited.

The internship opportunity at Talent & Development department under People & Corporate division of Robi Axiata Limited provides an exceptional learning opportunity for a BBA student. Being a HRM major an internship program at this company takes a student to the top of a learning curve which one can carry towards his/ her challenging journey to the corporate world. This reports contains the finest learning output during the internship program along some precarious observations and recommendations as well.

Here this report also consist of the company history along with their product & service offerings. Moreover, the organizations vision and other aspects as a whole are comprised in the body of the report. Linking with the project part this report also have some HR policies like training & development, HR operations and some preview of their HR policies. This report provides an overall impression about the training & development process along with some sight about their HR operations as well. It finishes with some of its problem identifications, challenges and recommendations on the scopes of improvement.



1.2 Objective of the project

This report is constructed on the job tasks that I performed during my three months long internship at Robi Axiata Limited. Undoubtedly this internship was a must need for every BRAC University student to put a flourishing completion to their BBA program. This report demonstrates the reflection of the works that an intern does at Robi Axiata Limited as a part of the internship program.

The primary objective of the report:

- ✓ To identify the overall training and development process of Robi Axiata Limited and also discovering the problems of the process.
- ✓ Assisting trainer to complete a flawless session to reach his / her audience as perfectly as possible.
- ✓ Collect and input feedbacks given by the trainees after each session's completion.
- ✓ Find the NPS score of each session analyzing the feedbacks given previously by the trainees.

The secondary objectives of the report are:

- ✓ Relate the theoretical knowledge with the real workplace
- ✓ Explore the actual business world o Successful completion of the Internship course to earn the BBA degree.

1.3 Methodology

As a part of BUS400 this report is organized. It's an Internship course in order to successfully complete the course as well as my bachelor degree. This is a qualitative report containing qualitative data regarding the total training and development process of Robi Axiata Limited. All the information collected are features and descriptive grounded hence the outcome is descriptive as well.

- **Selection of the topic**

The topic is created on the work I performed at Robi Axiata Limited during my three months long internship program in their talent development department. My internship



advisor Ms. Afsana Akhtar has assigned me to work on the given topic after a few discussion with me regarding the topic selection. The given topic goes accurately with my job responsibilities therefore it can be considered as a picture-perfect choice.

- **Sources of data**

Data for this assignment have been collected both from primary sources as well as secondary sources. But commonly from primary sources and my personal experiences and direct envelopments into the process.

The primary sources include:

- ✓ Face to face conversation with employees of Robi Axiata Limited.
- ✓ My own notes regarding the training and development process.

The secondary sources comprise:

- ✓ Internet
- ✓ Text book

All the above stated sources have been used to equipped different part of the report. Merging all the comprehensive report has been established. References are given at the end of the report.

- **Collection & Interpretations of data**

Primary data have been collected with face to face discussions with the employees of people & corporate division. I gathered secondary data from company website and text books. Company history of the services they delivered, other company associated information are collected from their website. Yet again, some articles facilitated me to learn about their history and their engrossment in other sectors. Finally, text books abetted me to relate numerous HR topics with my job responsibilities. All the data sources have been presented in the reference part of the report.

All the expected data has been presented in descriptive manner. Certain tables and diagrams have been inserted in order to present and interpret them. In addition, the appendix part displays the supporting data that comforts to interpret the included data.



- **Findings of the study**

The findings of the study have been accessible as descriptive form in the later part of the report. The findings are trailed by some recommendations.

1.4 Limitations

This internship program itself was quite exciting to complete in these three months. Likewise, collecting proper information for this report purpose was another big challenge. As a whole the limitations of this report can be detailed as follows:

- ✓ Confidentiality of most of the information was a big limitation of this report. As HR compacts with so much personal data, records and information about each and every employee regardless of their position, usually they are unapproachable for an intern.
- ✓ Time constraint was a limitation too. A longer period could have facilitated me to gain information from various recruitments. Overpowering all these challenges and at the end making this report was a new learning experience for me. The report may comprise some unintentional mistakes however I tried my best to put the best consequence in it.





Section 2: The Organization



2.1 Organization Description



Robi Axiata Limited is a joint venture between Axiata Group of Malaysia and NTT DOCOMO Inc., of Japan. Axiata holds 93.7% controlling stake in the element while the staying 6.3% is held by NTT DOCOMO of Japan. It is the second biggest cell phone administrator of Bangladesh with roughly 32.2 million dynamic subscribers as October, 2016. The organization gives most stretched out system scope to 99% of the populace with more than 13,900 on-air locales of which more than 8,000 are 3.5G destinations. Robi is the primary administrator to present GPRS and 3.5G administrations in Bangladesh. Robi has presented a numerous first of its kind advanced administrations in the nation and has put vigorously in taking versatile monetary administrations to the underserved groups in the rustic and semi-urban ranges. Robi, as a socially devoted brand, has taken up various lead corporate responsibility activities in the regions of ICT-Education, health and environment with a view to contribute towards the maintainable advancement of the nation (Ltd, 2016).

2.2 Organogram of Robi Axiata Limited

Robi monitors a smooth chain of command that is perfectly clear to every single Department. Each and every employees performs rendering to the recommendation by the top management. The organizations chain of command is mention underneath:



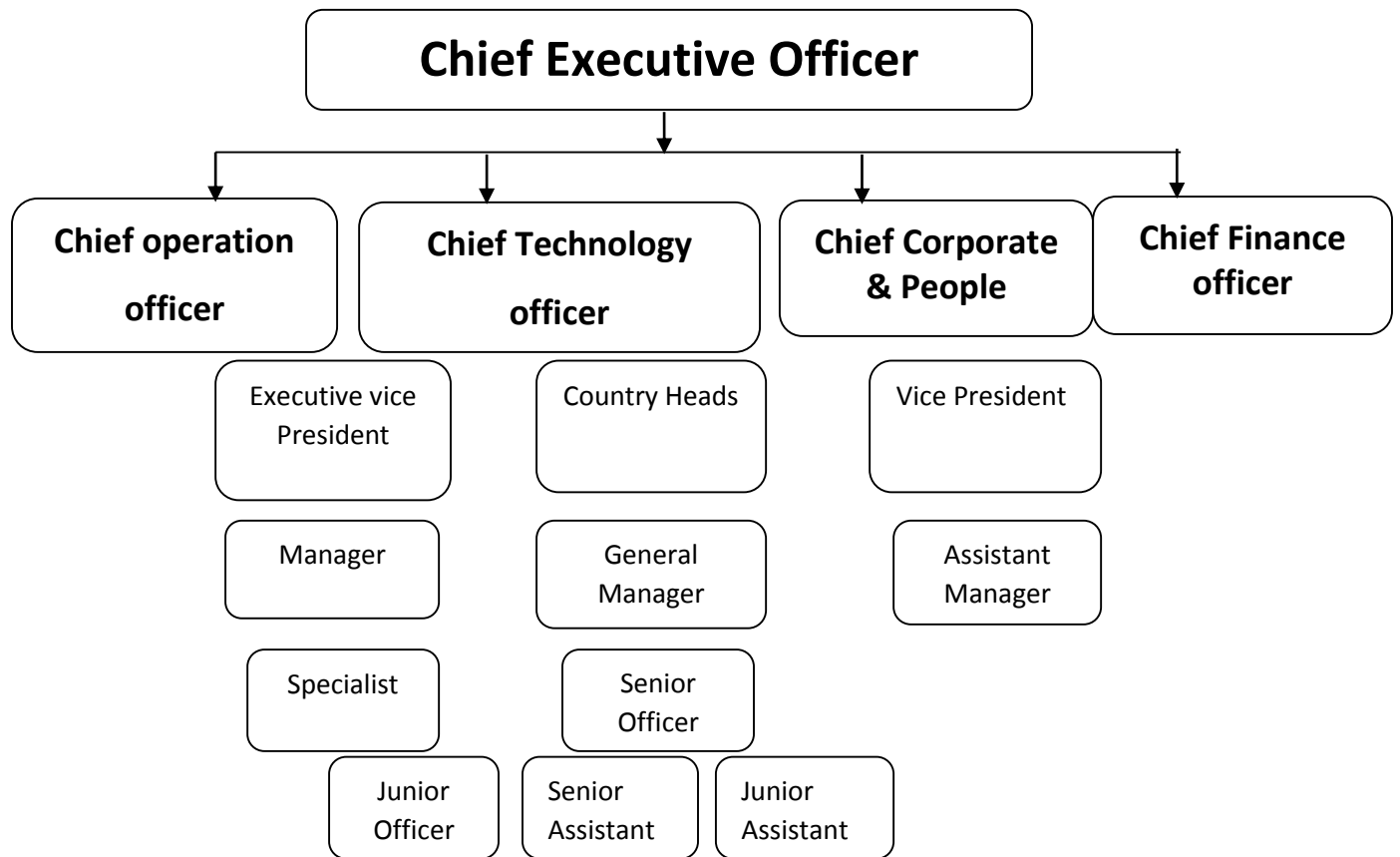


Figure 1: Organizational Organogram of ROBI AXIATA Ltd

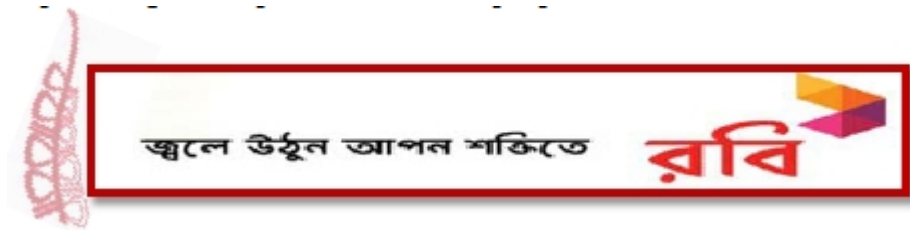
2.3 Strategic Focus

Objective of the Company

“Robi started its commercial operations journey as a GSM cellular phone operator to provide the state-of-the-art and modern telecommunication services to the people of Bangladesh at competitive prices”.



Logo and Slogan



Product and Service

Robi has come up with a wide range of offers of prepaid and postpaid packages so that customer from the entire different segment can choose according to their choice.

Prepaid

Currently Robi is offering six prepaid plan for different variety of customer. Its prepaid packages are-Unlimited FnF, Nobanno 37, Hoot Hut Chomok 32, Robi Club34, Goti 36 and Shorol 39. The prepaid packages and its focus characteristics are given below:

Packages Name	Focus Customer
Shorol 39 	For those customer who would like to have stable lower call rate and talk mostly in one number which is called the “Priyo” number
Goti 36 	For those customer who would like to have simple flat rate in all time
Robi club 34 	The customer who mostly have robu number in their phonebook
Unlimited FnF 	For those subscriber who have lots of friend and family number. Call very frequently to those numbers
Nobanno 37 	For those who talk in off peak hour, mostly in the night



Hut Hat chomok 32 	For those who talk equally in on net and off net numbers and need a standards and balance call rate
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Postpaid

Robi postpaid packages have two type of different tariff plan- pack 1 & pack 2. Under the postpaid packages there are some bundle and bonus offer that a customer can enjoy.

Value Added Service

Robi have number of Value added service for their customer. Some of the service are introduce first in Bangladesh such as Phone backup, Call block, Transfer balance, Robi yonder music, MCA, Push mail. The VAS include SMS & massaging, Calling & mobile management, Social & Chat, Music, Finance & Career, Information service, Robi news service, Islamic services, Lifestyle & Education, Loyalty program, Entertainment. Recently Robi has launched a new App service called Yonder Music. Robi Yonder is basically a music app that can be access only with Robi internet pack where customer can download, play and share millions of songs.

2.3.1 ABOUT ROBI AS THE MERGED COMPANY

Robi Axiata Limited is a joint venture between Axiata Group of Malaysia, Bharti Ariel of India and NTT DOCOMO Inc., of Japan. Axiata holds 68.7% controlling stake in the element, Bharti holds 25% while the staying 6.3% is held by NTT DOCOMO of japan. It is the second biggest cell phone administrator of Bangladesh with roughly 32.2 million dynamic subscribers as October, 2016. The organization gives most stretched out system scope to 99% of the populace with more than 13,900 on-air locales of which more than 8,000 are 3.5G destinations. Robi is the primary administrator to present GPRS and 3.5G administrations in Bangladesh. Robi has presented a numerous first of its kind advanced administrations in the nation and has put vigorously in taking versatile monetary administrations to the underserved groups in the rustic and semi-urban ranges.



2.4 Divisions of Robi Axiata Limited

1. Market Operation/Corporate Strategy Division
2. Finance Division
3. Technology Division
4. People & Corporate Division
5. Enterprise Program Management Office
6. Digital Services Division
7. Internal Audit Division





Section 3: Description of the study



Human are the most vital component of any business and human assets are the resources when it create the worth of their actions that are used to meet the objective of the organization. HRM is taking care of the exercises of enrollment, determination of worker, giving appropriate introduction and enlistment, giving legitimate preparing and the creating aptitudes, evaluation of representative (execution of examination), giving appropriate remuneration and advantages, rousing, keeping up representatives security, welfare and wellbeing by agreeing to work laws of trouble state or nation. Human asset administration is the process of proper abuse and amplifying the welfares of open restricted gifted workforce.

3.1 People & Corporate Division of Robi Axiata Limited

People & corporate is the Human Resource Department at Robi. Which involves nine departments within. Similar to other departments, it is led by a VP, followed by GM, Managers, Specialists and interns. This department emphasizes on making the effective and efficient use of Robi Axiata Limited's human assets. Its actions include leading training sessions, day long sessions on topic such as ethics & morals, presentation skills, hiring suitable candidates for a position, preparing a fair & structured compensation strategy, preparing documents concerning increments, promoting healthy work culture among the employees.

3.1.1 Organogram of people & corporate



3.1.2 Functions of People & corporate

1. Gaining human resources
 - EEO (Equal employment opportunity)
 - Recruiting
 - Selection
2. Design for organization & people
 - Job analysis
 - Human resource planning
3. Constructing performance
 - HR development
 - HR approaches to improving competitiveness
4. Employee rewarding
 - Performance appraisal
 - Compensation
 - Benefits
5. Preserve human resource
 - Employee relations
 - Safety & health
 - Employment transitions

3.1.3 Significance of HRM

Since victory in organizational achievements depends on its HR no less than its other physical properties. Professionals in the HR divisions are vital elements in the accomplishment of any organization. Their works necessitate a new level of intricacy that is unprecedented in human resources management. Their state in the organization has also been prominent. Even in present days the term “personal and human resources management” are regularly used interchangeably, it is significant to note that the two indicates quite different features. Once HR operations were at hand of individual heading the personal task, omitted from business plan meetings, however these days the head of human resources division may be a vice president sitting on executive boards and contributing in the development of the whole organizational strategy.



3.1.4 Recruitment and Selection

1. Informal method:

Informal enlisting techniques hit a better work showcase than authority strategy. Casual strategy includes rehiring previous employees or previous strong understudy understudies, contracting individuals meant by present staffs and employing from among the individuals who have connected without being inquired.

2. Formal method:

Formal methods consist of-

- Recruitment advertisement
- Campus recruiting
- Additional recruiting methods
- Internal recruitment
- Agencies
- Job service agencies
- Executive search firms

Selection Process

Selection process typically monitors a standard design, inauguration with an initial screening interview and finishing with the final employment result. The selection process characteristically involves eight steps –

I. Primary screening interview:

As per the height of Robi's hiring energies, Company must be willing to recruit an initial assessment of possible satisfactory applicants. This selection has 2 stages –

1. Selection of investigations
2. Endowment of selection discussions

II. Completing submission procedure:



When primary interview is done, candidates fill the organization's submission form. That includes candidate's name, Permanent and present address, contact detail etc.

III. Written test:

Company traditionally depend on to an extensive amount of aptitude, skill & curiosity exams to deliver key effort to the assortment procedure.

IV. Broad discussion:

The candidate may be cross-examined by Vice president, General Manager of the organization, a prospective superior or some.

V. Family inquiry:

The following stages in the procedure is to commence a contextual enquiry of those candidates those seems latent as workforces.

VI. Conditional employment offer:

Restrictive job offers commonly set up by a Human Resource Agent. On a basic level, what the restrictive employment offer induces is that if the entire thing looks at palatable, passing a positive therapeutic, physical or material test, the contingent condition of the occupation offer will be separated & the offer will be perpetual.

VII. Health test:

Medical tests can be cast off to monitor out persons those are incapable to materially fulfill with the necessities for the job.

VIII. Permanent employment proposal:

As per those candidates are able to execute successfully in the above ladders are measured to be qualified to obtain the hire proposal.

3.2 Robi Axiata's practice

Robi Axiata Limited recruits staffs in official & casual habits. Official employment typically does over daily advertisements, where jobs are being posted. In that advertisement, benchmark are mentioned particularly for recruitment. But then again, occasionally they also recruits skilled people in the mid-level & for top level positions. The formal method now comprises of the online job portal (www.robi.com.bd/index) advertisement. This basically conducts when the staffing are



big. Casual technique similarly works at Robi Axiata Limited. Robi also recruits for mid-level positions who are having experience and a worthy track record. At Robi top level recruitments are completed on perpetual origin.

Both of the methods are used in Robi for recruitment process. There are likewise selection process like internal selection, where the management committee are mostly included. Though there are facility of both the verbal & written procedure for selection.

3.3 Job explanation (Robi)

Luckily I got the opportunity to act as an intern under People & corporate division of Robi Axiata Limited from the end of August till the end of November 2016. Eating up a noteworthy in human resource management I esteemed the craving to work under proper field to expand the useful understanding that I have refined hypothetically. Accordingly, this has been a great shot for me. At present, Human Resource Division involves of six separate offices specifically enlistment, employees relations, compensation, employee culture & morals.

3.3.1 Job Responsibilities at Robi

In Resourcing & Talent Development department at Robi Axiata Limited my responsibilities were intermittent. At my first 8-9 weeks I assisted in resourcing. Resourcing & Talent Development team does the whole recruitment process at Robi. Rest of the time I assisted rest of the departments under people & corporate division of Robi.

Job Description under Resourcing & Talent Development:

During assisting in resourcing team I worked under direct supervision of Ms. Rawnak Afroze who is designated as specialist, Resourcing, people & corporate division. My accountability was to support the recruitment team. Certain of my consistent activities were - collecting the CV, contacting with eligible applicants, organizing interviews, formulating score sheets, fill in database, preserving consistent documents, preserving logistics, dealing approval from division VP on numerous concerns.

✓ **Collecting CV:**

After publishing vacancy notices or job announcements through the newsprint or portal, CV archive of Robi HR gets drowned with CV which stretches through both in email and



hard prints meanwhile Robi HR saves both choices exposed for the applicants. Starting from collecting the CVs and to maintain them accurately was a major accountability of an intern under people & corporate division at Robi Axiata Limited.

✓ **Communicating with eligible candidates:**

Calling the qualified candidates & inform them about their interview timetable was one more job accountability. Moreover, the appearance fraction of the discussions typically to a slight degree rests on the consequence of the usefulness of communication by intern.

✓ **Applicant info & Score sheet summary:**

Gone for the meeting board there are some basic paper attempts to be worked before the questioners. Abbreviated hopeful information & score sheets are two desperation based necessities between them. Score sheets are sorted out in MS Excel petition for every candidate. Abbreviated prepared so that the assessors can recognize the vital data by survey at the synopsis initially.

✓ **Supporting in interviews:**

When done with all earlier preparations that are related to that session I synchronized the discussions. Few repetitive responsibilities similar to presence sheet for the boards. Continually testing boards as session continues further, maintaining the applicants serial, help candidates out if they have any queries regarding anything etc.

✓ **Assisting in the training sessions:**

Nearly on every working days there are training sessions for the employees of Robi. Training including from the lower level staffs to the top level management. Depending on the participants trainers being hired for specific session. Robi regularly give focus on employees training. Employees from different departments are scheduled to attend those mandatory training sessions. Most trainers are local but some training had foreign trainers like Stepfan Zehle from Australia recently took a training session for each departments General Managers of Robi Axiata Limited. I had to take the feedback of the participants



and also the trainers. From those feedback I had to calculate and find NPS score. Some training sessions had MCQ question based feedback test. Later on I had to provide the score of each individuals.

✓ **Employee portfolio:**

Handling the documents of the current staffs is also my responsibility at the people & corporate division at Robi Axiata Limited. Assuring that all the mandatory records are in the different document of the representative & answer to my supervisor if something is missing was a vocation which necessities consideration.

✓ **Additional responsibilities:**

Added responsibilities comprises updating database, apprising cash memo, keeping regular papers & files, upholding training logistics, informing employees about upcoming training sessions, maintaining cooperation & handling approval from the division heads on numerous concerns.

Talent & Development department (job responsibility)

However working in the Talent & Development section of People & Corporate division I have implemented certain dissimilar tasks below straight direction of Mr. Adeeb Ahmed, Specialist, Talent & Development. Some straightforward accountabilities are –

- **Updating attendance of the employee & training participants:**

I had to update daily attendance of both employee under People & Corporate along with the participants of each training session held at RCO (Robi Corporate Office). At the end of the month I had to submit those to my supervisor.

- **Data of fresh joiners:**

I also maintained the information's of new joiners each month in various departments. I managed their training information for the Robi Employee App (rhive). Those includes their personal information, training history, achievements at Robi etc.



- **Orientation of fresh joiners:**

I used to create orientation schedule for new joiners. Also I had to give a short presentation on “Recreation at Robi” for those new joiners. Under Robi for us program I did the same work under the supervision of Ms. Rawnak Afroze.

- **Monthly training report:**

I had to keep track on the monthly training information for the employees. Specially, how many hour of training we were able to provide for the employees, which training is most important to the participants, which trainer is compatible with the participants, which training sessions we don’t need to provide anymore, what are the training sessions that we can introduce to the employees etc.

- **Additional responsibilities:**

Tasks comprised of apprising existing employee’s database, captivating the files and official papers to VP intended for approval, keep employees personal files up to date.





Section 4: Talent (Training) & Development



4.1 Training and Development

Now a days, most of the organization have this department for the development of employees working there. This not only develops the skill & knowledge of employees but also encourages employees to perform with more effort. Training methods varies depending on organization type and employee condition.

On the job training

It alludes to learning something by for all intents & purposes doing that. This backings the representatives to prepare themselves at their work area while they work. This is for the most part a viable condition worried with preparing program. Representatives coordinate prevalent or talented associate helps them as they are yet to assimilate the procedure.

Off the job training

Off the job training means the trainings that are delivered to the employees away from their work place, specifically in a distinct training institute for a specific period. Throughout this time the employee does not need to attend office like regular schedule.

Online training

Web based preparing states to altered programming expected to give particular techniques, online tests & video gathering for topographically discounted condition. In Robi Axiata Limited E-learning is there, where representatives are indicated with specific tests trailed by automated outcomes & appraisal.

4.1.1 Stages of training in Robi Axiata Limited

At Robi Axiata Limited Training room 01 & Training room 02 along with Robi Cafeteria located in RCO level-4 are the places where trainings frequently take place. The processes in common are mentioned bellow –

Talent & development is a single part under the people & corporate division. Head of resourcing Ms. Sharmin Sultan & Nadira Khan are in charge of the training accountabilities which they yet again performs through the talent & development specialist Adeeb Ahmed & intern under that department.



Presently, the Gagne Briggs hypothesis indicates that there are various unique sorts or phases of learning. The outcome of these classifications is that each various sort needs modified sorts of mentoring. Gagne classifies five key classes of learning –

- Unwritten information
- Academic skills
- Intellectual strategies
- Motor abilities
- Outlooks

❖ **Response grabber:**

This is the main stair & now the objective is to pick up the responsiveness of the learners. When consideration is included, learning is much cooler. If that goes the opposite then, they have to force courtesy.

❖ **Objectives announcement:**

In this way everybody's consideration has been procured, coach can now continue to the learning purposes. For instance, the target of the preparation. The points & reasons for existing are then cleared up to the students.

❖ **Memorize past knowledge:**

Now the teacher endeavors to memory learner's data of past material as when they recall parts of it, learning is speedier & improved.

❖ **Stimulus presentation:**

This is the movement of the preparation material & substance which discloses them whatever is to be refined, how to study it & how to relate is in genuine life.

❖ **Learning direction:**

Here the instructor extends direction to the students on how to take in the subject well & what traditions will accelerate the effectiveness & capability of taking in the preparation material.

❖ **Performance elicit:**

This includes giving trainees an occasion to establish what they have learned, by act.



❖ **Feedback as reinforcement:**

This involves introducing the learners whatever went precise & what went wrong, giving directions, showing and demonstrating the correct approach to carry out the occupation.

❖ **Performance assessment:**

Presently, the mentor connects the execution of the preparation program with the fundamental purposes to get if learning has been viable or not.

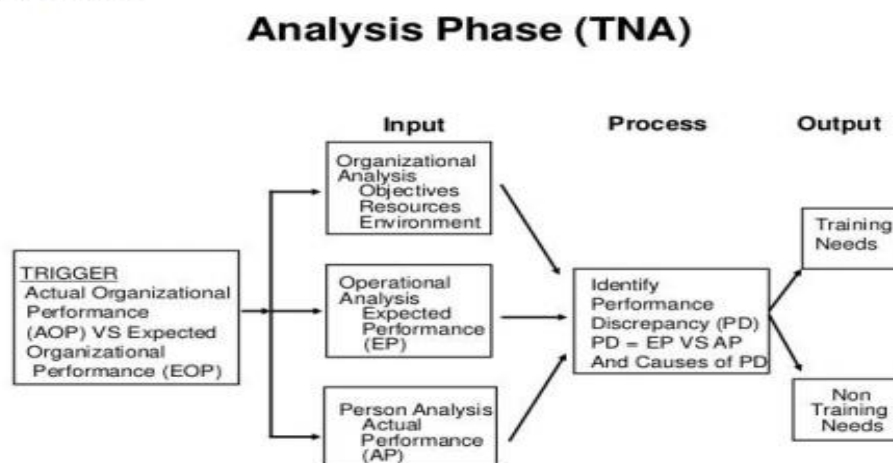
❖ **Enhancing retention and transfer:**

This take in putting the participants in a divergent & imaginative condition where they can utilize the capacities and aptitudes refined in the preparation program to answer a true case.

4.1.2 Analysis of Training Essentials

The accentuation of preparing needs analysis is actually work execution. On the off chance that individuals do not have the information or abilities fundamentals to perform viably the various

TNA Model:



1. The Trigger

The training needs investigation starts with trigger, a scene that determines that genuine authoritative execution < Expected hierarchical execution. Regularly this trigger is expressed by a high power or a top administration figure.

2. Input Phase



- **Organizational analysis:**

An authoritative examination is skimming of the association's air, for example, its corporate culture, its central goal & vision. The preparation & different frameworks now set up to see how they are influencing representative execution. Deterrents or different clashes are then uncovered.

- **Operational analysis:**

An operational investigation is an examination of the association's employments. For instance, what are the particular obligations & undertakings of the occupations and what KSA's are required to be that right? Along these lines, at the end of the day, it resembles an expected set of responsibilities. Keep in mind that an expected set of responsibilities likewise gives the execution standards of the employment and the conditions in which they are done.

- **Person analysis:**

A person investigates data about the employees. For instance, what sort of individual is obligatory to carry out the occupation and what KSA's and different abilities they should have. In this way, as it were, resembles a vocation necessity. Anticipated performance is the level of execution required in a particular employment. Real performance is the level of execution that truly happens in the occupation.

3. Process Phase

The normal execution level is contrasted with the real execution level to watch whether there is an execution crevice.

Performance Gap = Expected performance – Actual performance

4. Output phase

Presently, the results of the procedure stage are examined. For instance what amount of execution hole is there, what TNA approach is mandatory and whether the clarification is preparing or an option that is other than preparing?

✓ Reactive TNA



- ✓ Proactive TNA

TNA approaches:

- i. Concentrates on projected Performance Difficulty = Proactive TNA
- ii. Concentrates on apparent performance difficulty = Reactive TNA

Instructional Strategy (Components):

i. Learning points

The learning points for attaining this learning goal would be: obtain a strong liberal of preparing needs inquiry, various ways it is finished and its essentialness to a firm. Welcome the few techniques for passing on preparing, their advantage and fairness.

ii. Equipment & Materials:

Assets and apparatus expected to pass on the preparation, for example, slides, transparencies, outlines, markers, pens, receivers etc.

iii. Trainer's and Trainee's manual:

It includes every one of the issues that will be encased, their illuminations, activities to do and the compulsory perusing list for the course. That is gainful, for instance, if the learners are given the presents towards the begin of the preparation they can accentuate more on the preparation itself as opposed to get unfocussed attempting to compose records independent from anyone else.

Training room:

The numerous kinds of seats preparations comprises:

1. Semi-Circle style
2. Classroom Style
3. Full Circle
4. Multiple Rectangles
5. U-Shape Multiple Semi-Circles

iv. Facilities:

1. Size of the class
2. Focus of Attention
3. Interaction level between the trainees



4.1.3 Training Essentials

Organizational level valuation emphasizes on dependency to organizational objects, influence on rapid growth and cost profit breakdown. While task level valuation stares at exact responsibilities, applicable skills & knowledge allied to task, consequence of errors etc. Distinct level valuation is unified upon each dissimilar staffs as in, their engaged abilities and capabilities.

In Robi Axiata Limited employee's straight control fixes whether a member of staff needs preparing for his achievement. Their administrator can painstakingly distinguish and relentless watch whether their info is up to the stamp. Doing that, they maintain the work force rundown to enlist them once an instructional meeting is set important for correct gatherings of representatives. Robi conveys periodical trainings which are presorted and conveyed through outsider.

4.2 Training & Development Methods

Training	Development
• Lecture	• Rotation of job
• Apprenticeship	• Role playing
• Job Instruction	• Behavioral modeling
• On the job training	• In house development
• Learning Informally	• On the job training
• Learning Through Program	
• Computer base training	

4.3 Orientation

Employee orientation brings new employees with simple contextual information they requisite to accomplish their jobs adequately like info about organizational guidelines and make clear about organization philosophy.



Significance of coordination & orientation:

Introduction will comfort the fresh staffs, who joins the company. Through introduction the worker will be skilled to understand the rules and standards of the association furthermore recognize about the working hours, working circumstances, hierarchical shape.

4.4 Orientation by Robi Axiata Limited

Robi Axiata Limited runs the orientation session in a formal way. They gives focus on their pre-selected employees to their superior manager or Vice presidents. Robi also provides an organization manual that contains the detail information about the session and the organization.

Robi Axiata Manual:

Robi identifies each of their employees as a family member in the organization. Robi focuses on the contribution of each employees. That comprises of –

- ❖ Rules & Policies
- ❖ Terms & Condition's
- ❖ Compensation Policy
- ❖ Company mission & Visions
- ❖ Other facilities for employees

Core values of Robi Axiata Limited:

- ❖ Raise as a team
- ❖ Deal all situation with respect
- ❖ Customer at the center
- ❖ Use organizational resource effectively
- ❖ Maintain professionalism
- ❖ Perform with integrity
- ❖ Respect senior & junior both
- ❖ Sense of ownership
- ❖ Be ethical & serve the organization with full potential



Mandatory policies & instructions for employees:

- ❖ Maintain ID card
- ❖ Maintain dress code
- ❖ Attend office on time
- ❖ Maintain job title & job description
- ❖ Employee leave allowance –
 - Leave (casual) - 12 days
 - Sick leave - 15 days
 - Maternity leave - 180 days
 - Other leave - Based on the management approval
- ❖ Official expenses
- ❖ Mobility & workplace maintenance
- ❖ Maintain performance
- ❖ Avoid muddled behavior
- ❖ Performance management



4.5 Training Procedure at Robi Axiata Limited

	Step 1	VP of the division delivers mail to select trainee nominees
	Step 2	Employee selection
	Step 3	List down the nominees. There might be a limitations in number
	Step 4	Creat Memo: To VP & CCPO inclusion of date & Place mentioning
	Step 5	Get the approval from VP & CCPO
	Step 6	Fix the date & place for the session
	Step 7	Interaction with the trainer
	Step 8	Collect & prepare the materials needed for the session
	Step 9	Training session continues
	Step 10	Session closes with CCPO's speech
	Step 11	Take attendance & Feedback from each participants & let the trainer know the NPS score of the session to overcome lackings



4.6 E-learning at Robi Axiata Limited

The arcade for corporate helpful separation learning is presently known as ‘E-learning’ has developed alongside with the advancement in the internet and corporate intranets. This is the significance of E-learning from business perspective. Robi Axiata Limited is figuring to declare another session of their preparation named E-learning. This is likewise required as the SAP learning technique.

4.7 Training Evaluation at Robi Axiata Limited

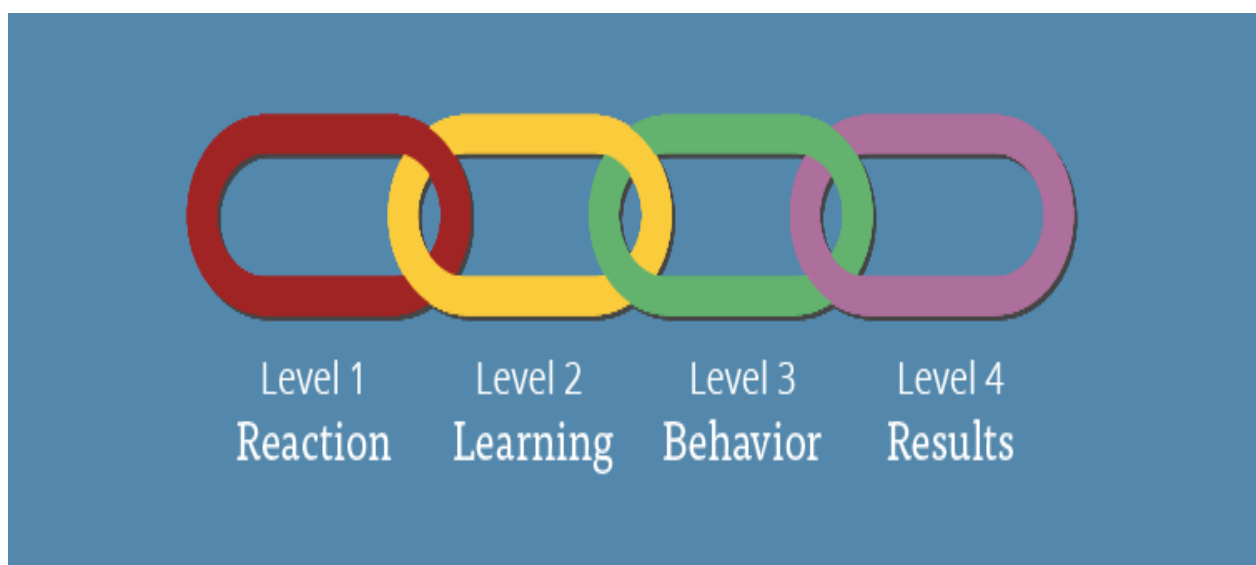
Types of training evaluation:

❖ **Process evaluation:**

Assessment of preparing methodology itself. For instance, if the instructional course took after the procedure that at first set out.

❖ **Outcome evaluation:**

Result appraisal can be over and done by Kirkpatrick’s model of assessment. Nonetheless they don’t utilize the term in a straight line as indicated by my reconnaissance the system drops into the model by avoidance. In the model the lower stages are the necessities for additional prevalent sums. The 4 phases are reaction, learning, lead and result. The underlying 2 phases are the estimate of the accomplishments of learning. Arrange 3 and 4 will amount the achievement of points and target.



1. Reaction

This level measures how your learners responded to the preparation. Clearly, you need them to feel that the preparation was a significant affair and you need them to like the teacher, the point, the material, its representation and the scene (composed, n. d.).

2. Learning

At level 2, you measure what your students have realized. What amount has their insight expanded as an after effect of the preparation? When you arranged the instructional course, you ideally began with a rundown of particular learning goals: these ought to be the beginning stage for your estimation. Remember that you can quantify learning in various routes relying upon these goals and aptitudes or demeanor (composed, n. d.).

3. Behavior

At this level, you assess how far your students have changes their conduct, in light of the preparation they got. In particular, this takes a look at how learners apply the data. For example, envision you have skipped estimation at the initial two Kirkpatrick levels and when taking a look at your gatherings conduct, you discover that no conduct change has occurred.

4. Result

At this level, you investigate the last consequences of your preparation. This incorporates that you or your association have resolved to be useful for business, useful for the representatives or useful for the primary concern. (Composed, n. d.).





Section 5: Findings



5.1 Observations at Robi

During my internship at Robi Axiata Limited I observed so many positive things even though in my viewpoint there is a bit space for improvement throughout the process. In this chapter I am focusing on my findings during this internship with Robi. After 3 months of internship with this organization I have learnt so many new things & enjoyed the working condition and support from my supervisors. Also I come up with findings mentioned bellow –

- ❖ Robi maintains their employee portfolio with care.
- ❖ Training & enlargement procedure of Robi is very effective and it encourages employee to attend more sessions.
- ❖ Fresh employee gets excellent support from the superiors.
- ❖ Employees are more attracted to the training sessions that are taken by foreign trainers.
- ❖ Employee leaving interview maintains a very well structured procedure.
- ❖ Training logistics are well maintained under the supervision of VP, T&D with the involvement of specified intern.
- ❖ Necessities of training resourcefulness are top to bottom method, if it can follow the opposite those session would me more effective.
- ❖ At Robi employees are more focused on their work, for that sometimes they stays beyond their regular time period.
- ❖ Robi gives multiple extra ordinary facilities for employees starting from food serving to transport facility.
- ❖ Robi focuses on employee development for that some selected employee gets the opportunity to get training from outside the country.

Observing these situations of mine at Robi HR, I we can say that Robi is doing a fantastic job & helping employees to develop their skills in their transitional method.





Section 6: Recommendation



6.1 Recommendations

Relating between my theoretical study & my observation over the actions of the Training & Development team of Robi Axiata Limited, I come up with few recommendation. I have already highlighted my acute surveillance in the prior part of the report. Here, I have some recommendation that might help the overall process of this department to eradicate some existing gaps. They are mentioned bellow –

- ❖ Robi can increase the archive facility where all the hard records are documented.
- ❖ Robi should attempt and move over transformational Human Resource & Embrace new thoughts.
- ❖ In an eight hour working day association must be energize auspiciousness both for going to what's more, leaving office in time with the goal that representatives can keep up a sound work life balance.
- ❖ Starting rotation in job responsibility to lessen boringness from work & also encourage multi-tasking skills among employees.
- ❖ In spite of the fact that the association has the modified programming interface for workers to join for particular preparing interest it needs some more close perception for learner designation through direct superiors.
- ❖ Keep up the representative motivational movement regularly through office gatherings rather than depending on that – representatives ought to act naturally propelled.
- ❖ Robi should go for some negative fortification as opposed to depending just on positive ones.
- ❖ For Robi creating in house preparing projects are additionally important.
- ❖ The enlistment and learning group under Human Resource Division is running the intermittent activities. In any case, the office ought to give more fixation on their preparation and improvement program as in to understand the need on making it subjective as opposed to taking care of the minor schedules.





Section 7: Conclusion



7.1 Conclusion

This is huge to plot the precise Human Resource strategy which would tie the authoritative targets. The entire preparing and advancement of the considerable number of workers under Robi Axiata Limited around the nation is dependent on the authoritative HR strategy. Hence making right choices will diminish the charge of human asset administration sideways with appealing dependability in the organization.

It will be fundamental to change preparing and advancement arrangements to the uncommon needs of a staffs and company. So that the structure will proceed as versatile and suitable amid the life expectancy of Robi Axiata Limited. A genuine preparing and advancement method upturns dependability and changes appointment among workforces and enhances associations performing perfectly. On pretty much everything the organization goals to track and asses about representative's capacity, past staff's execution level, existing execution measure all are connected with this particular method.

Organization need to choose an open preparing and development handle beneath Human Resource system and alter it to experience wants. Robi Axiata Limited is giving the finest support of their customer next to with their employees that is driven by People & Corporate Division. By involved in Human Resource the information I got would be sufficiently valuable to persist with this present real corporate condition.

Through some turn around preparing and improvement courses that are generally adjusted for the correct association, Human Resources staff permits workers to do their individual welfares overhauls, in this way discharging HR staff for more strategic purposes. Additionally, profession improvement and broadening and alike conduct is streamlined. Ultimately, supervisors can get to the information they need to legitimately, ethically and productively backing the triumph of their reporting unbeatable employees.





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