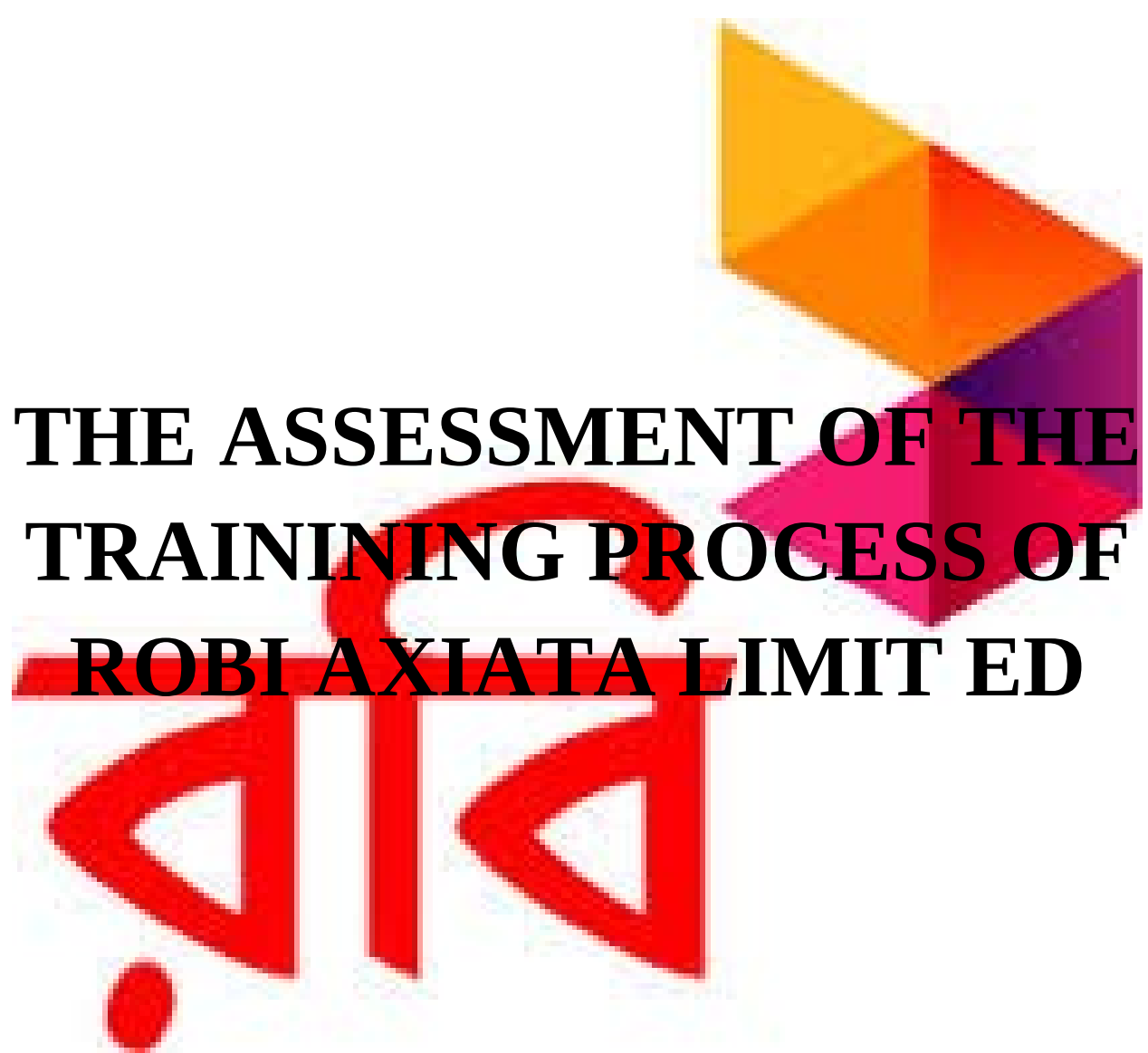




THE ASSESSMENT OF THE TRAINING PROCESS OF ROBI AXIATA LIMITED

Topic: Assessment of the training process of Robi Axiata Limited



Submitted to
Suntu Kumar Ghosh
Assistant Professor
BRAC Business School, BRAC University

Submitted By
Iram-Al-Zaman
09204034
BRAC Business School
BRAC University

Date of Submission: 2nd February 2014

LETTER OF TRANSMITTAL

Date: 2nd February 2014

Mr. Suntu Kumar Ghosh

Assistant professor

BRAC Business School

BRAC University

Subject: Submission of Internship Report

Dear Sir,

I am here by submitting my Internship Report, which is a part of the BBA Program curriculum. It is great achievement to work under your active supervision. This report is based on Assessment of Training process of “Robi Axiata ltd. Axiata Limited”. I have got the opportunity to work in Robi Axiata ltd. Axiata Limited in “Competence Development” under Human Resource Division for twelve weeks, under the supervision of S.M Hamed Shah, Specialist Competence Development, Human Resource Division.

This project gave me both academic and practical exposures. First of all I learned about the organizational culture of a prominent Telecommunication organization of the country. Secondly, the project gave me the opportunity to develop a network with the corporate environment.

I shall be highly obliged if you are kind enough to receive this report and provide your valuable judgment. It would be my immense pleasure if you find this report useful and informative to have an apparent perspective on the issue.

Sincerely Yours

Iram-Al-Zaman

BRAC Business School

Id: 09204034

BRAC University

ACKNOWLEDGEMENT

As part of my internship for BUS400 from BRAC University I have been assigned this report to reflect my learning and it is with great pleasure that I express my gratitude to following institutions and individuals. First and foremost I thank BRAC University and the BRAC Business School for enlightening me over the period of my Bachelors in Business Administration. Every faculty of the BRAC Business School receives my greatest accolade because of all their teachings which generated an interest in me to excel. My gratitude goes to ROBI AXIATA LTD. AXIATA Ltd – for selecting me as intern out of a highly competitive environment – consequently allowing me to learn from one of the leading Telecom Company in Bangladesh and from managers who are undoubtedly experts in their fields. The learning has been paramount and immensely enlightening. At ROBI AXIATA LTD. AXIATA Ltd I had the opportunity to learn from S.M Hamed Shah, Specialist. Competence Development, HR, at ROBI AXIATA LTD., who was my line manager. Along with that I would also like to show my heartfelt gratitude to all the members of the HR department who have always been very supportive towards me and encouraged me to work creatively. Last but not the least I must reserve my heartfelt gratitude for Mr. Suntu Kumar Ghosh, Assistant professor, BRAC Business School and my Internship Supervisor on behalf of BRAC University. His optimism and faith in me and my abilities gave me massive confidence in myself and my work. Even during times when my work seemed difficult to me, I always received proper direction after a meeting with him. My internship report itself has been analyzed and dissected scrupulously under his supervision.

TABLE OF CONTENTS

Chapter	Topic	
Chapter 01	THE ORGANIZATION	1
1	Introduction	2
1.1	Background of the Company	2
1.2	Objective of the Company	3
1.3	Purpose of the Company	3
1.4	Shareholders of the Company	6
1.5	Logo & Visual Language	7
1.6	Different Department & Division of Robi	7
1.7	Product and Services	8
1.8	Service of Robi	12
1.9	CSR	13
1.10	Achievement of Robi	15
Chapter 02	Job Description	17

2.1	Specific Responsibilities of the Job	18
2.2	Critical Observation & Recommendation	21
Chapter 03	Training & Development	23
3	Training & Development	24
3.1	Role of Training	24
Chapter 04		26
4	Summary	27
4.1	Description of the Project	27
4.2	Methodology	28
4.3	Limitation	28
4.4	Training Calender	29
4.5	Training program	30
4.6	Training need analysis	31
4.7	Training Design	34
4.8	Training Evaluation	37
5	Conclusion	41

EXECUTIVE SUMMARY

As part of my academic requirement and completion of my BBA program, I needed to complete a three month period of Internship program. I chose to do my Internship at ROBI AXIATA LTD. AXIATA Ltd. At ROBI AXIATA LTD. I was assigned to a project named “Training and Operation Management”. It was a new concept for me and I took the opportunity to learn about as much as possible while I was working on the project. Robi Axiata ltd. Axiata Limited is a dynamic and leading countrywide GSM communication solution provider. It is a joint venture company between Axiata Group Berhad, Malaysia and NTT DOCOMO INC, Japan. Robi Axiata ltd. Axiata Limited, formerly known as Telecom Malaysia International (Bangladesh), commenced its operation in 1997 under the brand name Aktel among the pioneer GSM mobile telecommunications service providers in Bangladesh. Later, on 28th March 2010 the company started its new journey with the brand name Robi Axiata ltd.. This report has been presented based on my observation and experience gathered from the company. The organization has many divisions and departments but the focus is given more on how Competence Development Department of Robi Axiata ltd. is working to develop their employees. This Department is organizing different training program based on the employee needs. This report fairly describes the Company I did my project in, The Assessment of Training process of ROBI AXIATA LTD., and gives an idea of its products/services, culture, beliefs, CSR activities etc. The report then goes on to explain what Training & Operation Management is, in a elaborate manner. The report also gives a clear idea, based on my findings, how ROBI AXIATA LTD. carries out Training & Operation Management and what are the activities that are taken in order to make an efficient employee.

As it is an Internship report of my Internship program at ROBI AXIATA LTD., the last chapter of the report describes my role during my internship period as well as my responsibility carried out specifically on the ‘Training & Operation Management’ project. The whole purpose of Training & Operation Management is to make Robi Axiata ltd. people more efficient in their own filed. Based on the findings I have also included a few recommendations that this report holds at the end. Although, it is difficult to come to a conclusion without a proper research or survey, I based my conclusion partially on what I thought from my findings as well as what my interview respondents have shared.

CHAPTER 1 THE ORGANIZATION

ବିବି

1. Introduction: Robi Axiata Ltd. Axiata Limited is a fast growing mobile telecommunication. The basic function of telecommunication is to connect people through voice transfer and via Internet. Apart from this basic function, telecommunication has already started introducing some diversified areas with the help of its mobile network.

Mobile technology is presently providing various cheap solutions in people's daily life. The traditional thinking of connecting people through mobile phone is far behind in comparison with the present scenario. Information technology enables telecom companies to provide economic solutions with a very cheap and easily available access, which was earlier costly and not accessible to some extent.

Today, "The Globe is a village" and telecommunication has become a day-to-day necessity of the people. Nearly 35 million people own and use mobile phones as an important device and depend on these for their ultimate connectivity.

Mobile phone is becoming a very common measure of communication in our country. The number of mobile user is increasing day by day. It is a very attractive market for the mobile connection providers. Presently there are six companies in the market. Each of them is trying to maintain and increase their market share. Among them Robi Axiata Ltd. Axiata Limited is one of the leading companies in this sector.

1.1 Background of the Company: The history of telecommunications in business is one of the great stories of technological progress ever accomplished. It is now possible for an average person to communicate right away with another person in any part of the world.

Telecommunications play an increasingly important role in the world economy and the worldwide telecommunications industry revenue is set to reach \$2.1 trillion this year according to market research firm Insight Research Corp. Despite the rocky global economy, industry revenue will grow further at an average annual rate of 5.3% to \$2.7 trillion in 2017. The Asian region is seen as a key market and wireless revenue there is expected to grow 64%. Mobile broadband services and the transition from 3G to 4G will also be key growth drivers. "Despite global economic uncertainty, the telecommunications industry is showing strong revenue growth, which is being driven by consumer Internet usage and business mobility solutions. Mobile phone has become an indispensable part of people's everyday-life. The telecom-revolution and its relentless evolution together have made it possible in developing countries like Bangladesh.

Very much like the nature of the technology, the telecom industry in our country is also changing very rapidly. This is now at its saturation and thus, the subscriber base is increasing at a decreasing rate. Though the first telecom company in Bangladesh, Citycell, was introduced in the early 90s, the device did not become so pervasive until 1997, the year when the largest telecom of the country, GrameenPhone(GP) hit the market with its GSM technology. Since then the industry grew at such an incredible rate in just a decade that anyone could hardly imagine. Now, there are a number of players battling so hard for their respective market share and the consumers as well as the economy are benefitted tremendously from this fierce competition. The mobile phone operators serving the Bangladeshi population include:

- Banglalink (Orascom Telecom Holding S.A.E)
- GrameenPhone (Telenor & Grameen Telecom Corporation)
- ROBI AXIATA LTD. (Axiata Group Berhad & NTT DoCoMo INC)
- Citycell (Singtel, Pacific Group and Far East Telecom)
- Airtel (Bharti Airtel & Warid Telecom International)
- Teletalk (BTCL)

1.2 Objective of the Company: Robi Axiata ltd. Axiata Limited started its commercial operations as a GSM cellular phone operator with the objective of offering state-of-the-art and modern telecommunication services to the people of Bangladesh at competitive prices.

1.3 Purpose and Principle of the Company: *“Is unique. Our new brand is people-centric. We exist because of them. Anything is now possible. Any new idea is appreciated no matter where it comes from within the organization. It is all in our own hands now.”*

To help people understand the idea mentioned above, the company described the new brand in terms of purpose and principles.

Purpose

The purpose statement is their ambition for future, to set a common direction for new brand, a framework for all their strategic planning.

Robi Axiata ltd.'s purpose is also to empower their customers. They claim that, ***“We are there for you, where you want and in the way you want, in order to help you develop, grow and make the most of your lives through our services.”***

The new brand is here to help people to empower and enable themselves to make a better life.

They also believe that, ***“We will keep our promises and deliver. We will innovate, execute fresh ideas and, as a nationwide organization, we will be respectful of our customers and stakeholders.”***

Principles

Principle statements define how people want to behave with each other in the organization. The statements are about how the organization will value customers, suppliers, and the internal community. Robi Axiata ltd. also believes that no matter what they do to realize their purpose, they hold themselves accountable to the following Guiding Principles that the way for them. They are as follows:

1. Emotional: Passionate, Creative, Respectful and Open

- **Passionate:** “We are Passionate-it’s in all of us. Whether visible or hidden within for whatever reason. Everything we do is about doing the best we can. We are there for each other and we endeavor to help in every way we can.”

- **Creative:** “Everything we do we should do in a creative innovative manner. We bring energy to our work. Our communications demonstrates our creative flair. We provide creative and imaginative and services to our customers.”

- **Respectful:** “We are truly respectful to each other, our subordinates, peers, partners and customers. We treat everyone equally and we allow people to express their thoughts opinions in a respectful manner.”
- **Open:** “We have no hidden agendas. We share information freely. We can only be open with our customers, partners, and stakeholders if we are open with ourselves- regardless of hierarchy.”

2. **Functional:** Simple, Ethical, Transparent and Ownership

- **Simple:** “Everything we do and say should be simple and easy to understand. In terms of communications we make sure the messaging is in plain, simple language. Our plains are simple and uncomplicated.”
- **Ethical:** “We are moral, upright, honest, righteous, virtuous, honorable, keeping our promises in all we say and do. We clearly align to our internal and organizational code of ethics and code of honor. We will oppose all forms of corruptions.”
- **Transparent:** “A few key words and phrases sums this up: Honesty, openness, frankness, no lies, no deceit, no games, easily understood. We are transparent with our customers, with each other, with our subordinate and peers.”
- **Ownership:** “Whilst working individually or correctively, we clearly demonstrate individual and collective ownership. Making mistakes is clearly part of daily business as it is part of daily life- as long as we own up to this clear, no culture of fear.”

1.4 Shareholders of the Company

Shareholdings

Robi Axiata Ltd. Axiata Limited is a Joint Venture company between Axiata Group Berhad (70%) and NTT DOCOMO INC. (30%)

Axiata Group Berhad

Axiata is an emerging leader in Asian telecommunications with significant presence in Malaysia, Indonesia, Sri Lanka, Bangladesh and Cambodia. In addition, the Malaysian grown holding company has strategic mobile and non-mobile telecommunications operations and investments in India, Singapore, Iran, Pakistan and Thailand. Axiata Group Berhad, including its subsidiaries and associates, has approximately 50 million mobile subscribers in Asia, and is listed on Malaysia's stock exchange (Bursa Malaysia).

NTT DOCOMO INC

NTT DOCOMO INC is the world's leading mobile communications company and the largest mobile communications company in Japan. DOCOMO serves over 53 million customers, including 44 million people subscribing to FOMA™, launched as the world's first 3G mobile service based on W-CDMA in 2001. DOCOMO also offers a wide variety of leading-edge mobile multimedia services, including i-mode™, the world's most popular mobile e-mail/Internet service, used by 48 million people. With the addition of credit card and other e-wallet functions, DOCOMO mobile phones have become highly versatile tools for daily life. With cutting edge technology and innovative services, DOCOMO is fast becoming a preferred lifestyle choice, continuously expanding its role in its users' lives, growing globally throughout Asia, Europe and North America. NTT DOCOMO INC is listed on the Tokyo (9437), London (NDCM) and New York (DCM) stock exchanges.

1.5 Logo & Visual Language: At the heart of the new brand is their new logo. It is a symbol of balance, movement and change.

1.5.1 Usage of Brand Signature (Logo)

Their logo should always appear in Bengali.

Special authorization is required if logo is presented in English

When writing in English (Roman) text, it should be written as “Robi Axiata ltd.”

1.5.2 Usage of Alpona

The **Alpona** is one the most creative expressions of Bengali graphic arts.

Robi Axiata ltd.’s Alpona motif is uniquely created, especially for them. Taken from a very traditional ceremonial form and tidied up to look more contemporary- the Alpona is vibrant and modern. It has a very organic soft feel to it whilst providing a forward moving direction- one of positivity and focus. The lack of sharp points and use of large curves provides a feeling of warmth and friendliness.

1.6 Different Division and Department of Robi Axiata ltd.: Robi Axiata ltd. Axiata Limited operates with following Divisions and Departments having its establishment in different locations at Dhaka, Chittagong and other regions of Bangladesh.

Offices in Dhaka:

Head Office, other offices and Customer Care centers are situated in Dhaka.

➤ Corporate Offices:

- **Divisions:**

- ✓ Finance Division
- ✓ Marketing Division
- ✓ Human Resource Division
- ✓ Information Technology Division
- ✓ Technical Division

- **Departments:**

- ✓ Administration Department
- ✓ Internal Audit Department
- ✓ Coordination Department
- ✓ Corporate Strategy Department
- ✓ Corporate Affairs Department
- ✓ Credit Control Department

➤ **Offices in Chittagong**

There are corporate offices and Customer Care Centers in Chittagong.

➤ **Other Regional Offices:**

There are Customer Care Centres situated in Bogra, Khulna, Sylhet, comilla, Cox's Bazar, feni, Rajshahi and Barisal. Moreover, Regional Technical Offices are in Khulna, Sylhet, Bogra and Cox's bazaar.

1.7 Product & Services: Robi Axiata ltd. offers an array of different packages. In addition to offering the fundamental pre-paid and post-paid mobile services, it offers a wide range of value-added products and services such as, SMS, GPRS, EDGE, International Roaming SMS banking, Caller Ring Back Tone, MMS, Voice Greetings, Call Blocking on 4 August 2008, which give subscriber to control which call he or she receive or not and Bengali SMS. Robi Axiata ltd. has got the widest International Roaming coverage among all the operators in Bangladesh.

Robi Axiata ltd. has 20 Customer Care Centers and 430 Robi Axiata ltd. Care Points in 64 districts all over the country. Robi Axiata ltd. has over 25,000 retail selling points along with 100,000-voucher sales point all over Bangladesh.

Prepaid:

Robi Axiata ltd. Prepaid has everything to offer; a single package that delivers simplicity and flexibility at the same time. Robi Axiata ltd. Prepaid is continuously adding new features and plans to provide absolute freedom to the customers. Robi Axiata ltd. has the single prepaid package with the best rates in the market. Moreover, there are different tariff plans in one package to meet different types of needs of customers. There are instant, easy & multiple migration facility from one tariff plan to another. A customer can have 5 FnF to any operator mobile with one Robi Axiata ltd. partner facility there is full BTCL connectivity with FREE BTCL incoming. There is extended and simplified refill validity for ease and freedom. Moreover, there is nationwide Easy Load facility and high-speed internet connectivity all available Value Added Services (e.g. SMS, MMS, GoonGoon, ringtone, wallpaper, games, and animation download) are available in the service. Customers can recharge their Robi Axiata ltd. Prepaid by using scratch cards and Easy Load facilities.

ROBI AXIATA LTD. Prepaid has everything to offer; a single package that delivers simplicity and flexibility at the same time. ROBI AXIATA LTD. Prepaid is continuously adding new features and plans to provide absolute freedom to the customers. The prepaid connections are-

- Shorol 21
- Muhurto
- Nobanno
- Goti
- ROBI AXIATA LTD. Club
- ROBI AXIATA LTD. Prothom

- Shasroyee

Postpaid:

There are two basic postpaid connections provided by ROBI AXIATA LTD.. These offers are-

- Professional package 1
- Professional package 2

Corporate: ROBI AXIATA LTD. Corporate is founded on a robust network employing cutting-edge technology providing the ultimate solutions in terms of voice clarity; a continuously expanding nationwide network coverage; abundant international roaming global partners; popular value added services (VAS); quality easy-access corporate customer care; competitive and tailored tariff plans and specific billing.

1.7.1 Special benefits of ROBI AXIATA LTD. Corporate:

- The wide range of Corporate Packages to fulfill your needs
- Zero security deposit with NO monthly line rent
- Convenient bill payment options
- ROBI AXIATA LTD. Corporate Insurance Policy
- Cutting edge value added services like GPRS, EDGE, Personal Assistant, Corporate Messaging Platform with short code, Data and Fax call services, Call Center Solution, Fixed rate group talk plan, Customized SMS based solution

1.7.2 Friends and Family (FnF) Customer may select five numbers of any operators as his/ her Friends and Family (FnF) and enjoy a significant reduction in tariff.

1.7.3 Customized Credit Facility Every single ROBI AXIATA LTD. Corporate 'Family members' may set their individual credit limits and alter it as per their requirement.

1.7.4 Itemized Bill Call details including information such as date, time, duration and charge of any voice calls made can be provided.

1.7.5 Dedicated Corporate Customer Care Corporate Customer Care has dedicated three helpline numbers specifically equipped to serve the corporate family members and they are available. This is an 'industry-first'. They can be reached at 01819210952-4 or email: corporate.help@ROBI AXIATA LTD..com.bd or fax: (+8802) 8832502.

Roaming:

ROBI AXIATA LTD. International Roaming Services allow ROBI AXIATA LTD. subscribers to make and receive calls while traveling to other countries; provided that ROBI AXIATA LTD. has to have roaming agreements with the respective operators in foreign countries. The services provided by ROBI AXIATA LTD. to its International customers through 600 operators and more than 200 countries are-

- Use of the existing ROBI AXIATA LTD. number for roaming in all partner networks abroad
- Global network coverage with over 573 operators and 207 countries
- Spanning over six continents
- No additional monthly charge for availing the service
- Sending and receiving SMS to and from ROBI AXIATA LTD.
- Internet access and web surfing through GPRS Roaming Services
- Itemized bill without additional charge
- International roaming tariff information through SMS

1.8 Services of ROBI AXIATA LTD.

1.8.1 Value added services:

- Music – ROBI AXIATA LTD. GoonGoon, radio, Song Dedication, Listen & dance
- Entertainment – WAP , MMS, Voice portal, Kid zone, Cricket world
- Downloads – Ringtones, Animations, Wallpaper, Games
- Internet & data service – Browsing pack, Internet pack, Modem
- Messaging – SMS, MMS, Voice SMS, SMS Dedication, International SMS, Greetings
- Community & Chat – Voice chat, SMS Chat
- Information service – Breaking news alert, Instant news, Stock information, Directory, Aroti portal, Ibadat portal, Emergency helpline, Haat- bazar
- Mobile assistance – Call block, Missed Call alert, Phone backup
- Education & Career – BBC Janala, Job portal
- Lifestyle – Bazar, Directory, Women Zone
- Finance – Stock information, M Pay, Bill Payment
- Balance transfer & Request
- Call management – FnF , Conferencing, call waiting, divert, holding, forward
- Facebook
- Job alert

1.9 Corporate Social Responsibilities:

1.9.1 CSR Activities and Campaigns of ROBI AXIATA LTD.

- **English in Schools:** ROBI AXIATA LTD. Axiata Limited and the Daily Star jointly launched the “English in schools” program to facilitate the teaching and learning of English language in secondary level schools in the country. The program titled „Shafollo Ashbei” is being coordinated by the ministry of education. The three-year long program covers about 7 lakh students in 1000 schools in 64 districts across the country. This initiative is designed to engage students, teachers and community for learning English language. There will be movie based competition, vocabulary tests, situation based quizzes in the fair. It is the biggest CSR program of ROBI AXIATA LTD..
- **Treatment of Clubfoot children:** The disability known as „Club foot” is a birth abnormality. There are many children whose feet are in opposite way or their ankle is rotated internally. Every year in Bangladesh an estimated 5000 children are born with a clubfoot deformity. Most of them do not receive any treatment required for this deformation at all. ROBI AXIATA LTD. Axiata Limited arranged a 2-day long pleasure tour for the clubfoot children after their successful treatment. Many children are now free from this deformity. ROBI AXIATA LTD. wants their parents to take the initiative to bring their child for clubfoot treatment.
- **Providing solar electricity at remote areas :** ROBI AXIATA LTD. Axiata Limited under its Corporate Social Responsibility (CSR) program has been supplying solar-electricity to the 150 families of Kaluar Char village of Rajarhat upazila of Kurigram district at free of cost. At present, more than 1000 people are getting the electricity via this 1.75 kilowatt project named „ROBI AXIATA LTD.r Alo”

- **Safe drinking water plant :** ROBI AXIATA LTD. Axiata Limited has set up a safe drinking water plant titled “Nirapod Pani, Sushtho Jibon” for railway passengers at the Kamalapur railway station. This CSR initiative is being implemented in collaboration with Bangladesh Railway. Water Aid Bangladesh is providing technical support in the Project. About 34 trains run through this station which carries more than 24 thousands passengers every day. The water tank with the capacity of 5000 liter will supply 4000 liter safe drinking water per hour to meet thirst of more than 24 thousands passengers at the station.
- **Campaign to stimulate social bonding :** Great things happen when people come together, and ROBI AXIATA LTD. believes and salutes this power of communities, where individuals drive growth and development. To commemorate the social bonding and the sense-of-belongingness of common Bangladeshis, ROBI AXIATA LTD. has brought a slew of innovative product and services for the people who want to share their joy of togetherness and also pay tribute to the community that they belong to. The „Ebar Hobei” campaign presents ROBI AXIATA LTD. as a digital platform for building communities, where millions can seamlessly interact and form groups. Through the use of cutting edge technology, ROBI AXIATA LTD. is launching this campaign to inspire the people of Bangladesh to see beyond the traditional use of mobile technology and how it can help unleash the power within individuals to bring about a change. ROBI AXIATA LTD. users will be able to support any initiative within their own locality, which can be diverse or unique in nature.
- **E-traffic services to DMP:** ROBI AXIATA LTD. Axiata Limited signed an agreement with Dhaka Metropolitan Police (DMP) as an exclusive network operator for their e-traffic project, aimed at providing mobile phone service as a tool for traffic management. Under this agreement ROBI AXIATA LTD. will provide mobile related services to Dhaka Metropolitan Police to automate their internal value chain and offer different value chain services. This will eventually help DMP to improve traffic infrastructure and

ensure efficient use of resources to regulate traffic of Dhaka city and enhance DMP"s accessibility to the general people of the city and the country as a whole. The mass people will now get the opportunity to get up-to-date information of the vehicles, reduce harassment while buying the vehicle & check the proof of ownership, reduce illegal sale of vehicles, reduce vehicle theft, ask for Police assistance as and when required and get convenience through e-payment system and mobile banking.

1.10 Achievements of ROBI AXIATA LTD.

- ROBI AXIATA LTD. Axiata Limited, the leading mobile phone operator of the nation, has received "Star News HR EXCELLENCE AWARDS FOR INNOVATION IN HR"
- Leading mobile phone service provider ROBI AXIATA LTD. has been re-assessed and rewarded with ISO 9001:2008 certification. ROBI AXIATA LTD. received this internationally renowned Management Standard after complying with all requirements
- ROBI AXIATA LTD. has been conferred the prestigious Frost & Sullivan Asia Pacific ICT Award 2010 for "Emerging Market Service Provider of the Year"

Past Achievements:

- Awarded the prestigious fund grant from GSMA MMU (Mobile Money for the Unbanked) in 2009
- Crossing 10 million subscribers mark in 2009
- Ranked within top 6 global comparable telecoms in A.T. Kearney benchmarking exercise in 2009
- Bangladesh Mobile Phone Businessmen Association (BMBA) Award 2008-2009 as the best service provider in Bangladesh

- The Weekly Financial Mirror –Samsung Mobile & ROBI AXIATA LTD.ntex Business Award 2008-2009 as the best telecommunication company.
- “TeleLink Telecommunication Award 2007” for its excellence in service, corporate social responsibilities and dealership management for the year 2006 in commemoration of WORLD Telecommunication Day 2007
- Arthakantha Business Award Given by the national fortnightly business magazine of Bangladesh for its excellence in service in telecom sector
- Financial Mirror Businessmen Award Given by the national weekly tabloid business magazine
- Deshbandhu C. R. Das Gold Medal For contribution to telecom sector in Bangladesh
- Beatification Award for exceptional contribution to the Dhaka Metropolitan city from Prime Minister’s Office on 13th SAARC Summit
- Standard Chartered - Financial Express Corporate Social Responsibility (CSR) Awards 2006 for contribution in education, primary health, poverty alleviation and ecological impact
- Financial Mirror & ROBI AXIATA LTD.ntex Business award 2006 for its excellence in service, corporate social responsibilities activities throughout Bangladesh.

CHAPTER 02

JOB DESCRIPTION

বাবি

2.1 Description of the job :

During my internship period i have performed a number of works under the HR department of Robi Axiata ltd..

Since I was mainly assigned with the Competence development team, i had to do some works mainly related with the training programs of Robi Axiata ltd.. All kind of trainings are mainly divided into two categories,

- Functional trainings
- Leadership trainings

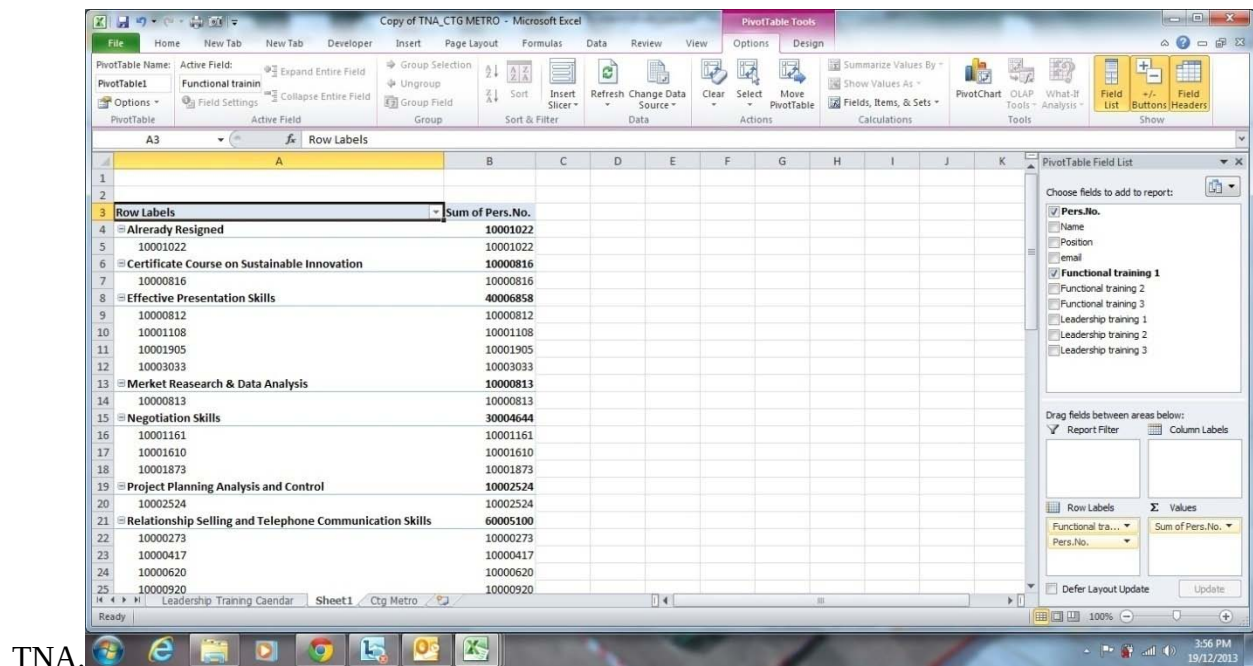
Functional trainings are mainly those trainings which helps the employees to function their day to day works. Project management, MS Excel training, SAP GRC Training etc are functional trainings.

And Leadership trainings are those trainings that help the employees to enhance their leadership qualities.

Business communication, Problem solving decision making, Lateral thinking, Stress management etc are all Leadership trainings.

These trainings are suggested in the Training Need analysis of every employees according to their lack of competencies.

After the TNA(Training need analysis) is made, my job is to Create the participants batches of all the trainings from the



Here is a screenshot of how I make participants batches from TNA using the Pivotable option from MS Excel.

After the Batches are made i send invitation to the participants by email. On the training day I go to the training venue and make sure all the arrangements are done. During the training I keep visiting the venue for Taking the attendance and collecting the feedback from the participants. The Attendance and feedbacks are later on updated to keep records.

	A	B	C	D	E	F	G	H
10	10003218	Fashiul Mostofa	Digital Services		Manager		1-4 Dec	Employee orientatio
11	10003220	Main Uddin Ahmed	HR		General Manager		1-4 Dec	Employee orientatio
12	10003223	Rezwan Hamid shezan	Market Operation Division		General Manager		1-4 Dec	Employee orientatio
13	10003224	Md. Misbah Ul Bar Chowdhury	Market Operation Division		Manager		1-4 Dec	Employee orientatio
14	10003225	Mohammad afir Uddin	Market Operation Division		Manager		1-4 Dec	Employee orientatio
15	10003228	Sk. Hashmi Rafsanjani					1-4 Dec	Employee orientatio
16	10003231	Mohammad Shamsuzzoha	CRL		General manager		1-4 Dec	Employee orientatio
17	10003232	Ridwana Ahmed	Finance		Specialist		1-4 Dec	Employee orientatio
18	10003233	Muhammad Deen	Technology		Specialist		1-4 Dec	Employee orientatio
19	10003241	Mohammad Abir	Finance		Specialist		1-4 Dec	Employee orientatio
20	10003243	Ishtiaque Ahmed	CS		Manager		1-4 Dec	Employee orientatio
21	10003242	Ashikur Rahman	CRL		Manager		1-4 Dec	Employee orientatio
22	10003244	Ahmed Iqbal Parvej	CRL		Vice president		1-4 Dec	Employee orientatio
23	10003226	Sheikh Ashikur Rahman	Market Operation Division		Manager		1-4 Dec	Employee orientatio
24	10003246	A.K.M Mazharul Hoque	Market Operation Division		Officer		1-4 Dec	Employee orientatio
25	10003245	Shawkat Kader chowdhury	Market Operation Division		General manager		1-4 Dec	Employee orientatio
26	10003234	Mohammad Mamun murtaza sherrif	Market Operation Division		Manager		1-4 Dec	Employee orientatio
27	10003222	Ariful Mahbub	Technology		Specialist		1-4 Dec	Employee orientatio
28	10003240	Silvia Karmokar	Technology		Specialist		1-4 Dec	Employee orientatio
29	10002597	Mohammad Tanin Islam	Technology	Customer Systems	Specialist,Development	953102	1-4 Dec	Exdata Database Mac
30	10003103	Robin Ahmed	Technology		Specialist		1-4 Dec	Exdata Database Mac
31	10003032	Mohammad Sazzad Hossain	Technology	Core IT & Automation	Specialist	953105	1-4 Dec	Exdata Database Mac
32	10003187	Md. Mostafizur Rahman	Technology		Specialist		1-4 Dec	Exdata Database Mac
33	10002991	Rajesh Chakraborty	Technology	System & Database Support	Specialist, Database Administration	953404	1-4 Dec	Exdata Database Mac
34	10003000	Anirban Das	Technology	Customer Svstems	Specialist Customer Systems	953102	1-4 Dec	Exdata Database Mac

Here is the screenshot of my work of updated the training record.

The training feedbacks from participants are updated in two steps. First all the feedbacks for a specific training are recorded in one file, to get the feedback all the participants are provided with a form where 17 characteristics of a training is mentioned and participants need to rank those in a scale of 5. And then all of these 17 characteristics are recorded in one single file to get the total average mark.

On the second step, all the total average marks of the trainings are recorded in one master evaluation file in order to keep the record as well as to understand the training effectiveness.

	A	B	C	D	E	F	G	H	I
4	Bangladesh Labor Law 2006 on 25-26 January 2013	Foundation of Business Analysis on 09-11 January 2013	Managing IT Projects on 21-23 January 2013	Motivating Self & Others on 29 January 2013	Professional Etiquette on 28 January 2013	Professional Tips for Excel Use on 23-24 January 2013	VAT Training on 04-05 January 2013	Online Charging System on 17 January 2013	Asset
5	3.59	4.96	4.6	4.46	4.51	4.48	2.59	4.5	
6	FEBRUARY								
7	Time and Stress Management on 12-13 February 2013	Strategic Sourcing on 15-17 February 2013	New Employee Orientation on 24 February 2013	WIC on February 2013	Essentials of PowerPoint Use on 27-28 February 2013	Management skills for administration			
8	4.06	3.53	3.79	4.37	4.5	3.06			
9									
10	Managers Battleground: Managing Time, Emotions & Stress on 22 March 2013	Effective Communication & The Disciplines of Professional Presentation on 23 March 2013	Training on VAT on Product, Procurement, Service, & VAT at Source in Bangladesh on 15 March 2013	WIC on March 2013	Oracle Data base 23 March				
11	4.35	4.35	4.15	4.37	4.06				
12	APRIL								
13	Effective Board Paper Writing on 2-3 April 2013	MS Excel from 10-11 April	Six immutable Laws of Mobile Business by AXIATA from 9-10 April	PSDM by HR Kites from 21-22 April	ANSP by HR Kites from 28-29 April	New Employee orientation on 28th April			
14	4.57	4.48	4	3.84	4.15	4.12			
15	MAY								

Here is a screenshot of my work of updating the master feedback file.

Besides my core work with the talent development team I also worked with a resourcing team whenever they needed help. The works I done for them were, Forwarding CVs, Calling candidate for interviews, invigilating during written exams etc.

2.2 Critical Observation and Recommendation:

Robi Axiata ltd. Axiata Limited is a well-established company. Therefore, it is very tough to recommend on any aspect of the company. However, as it is the requirement of the report so I have come up with few recommendations. They are as follows:

- Robi Axiata ltd. Axiata limited can provide training on the facilities they provide, such as benefits, allowances, medical and other claims so that employees have more idea on utilizing the facilities they are receiving in a proper manner.
- Some employees suggested that if training program maintain its time schedule then it would be more beneficial for them.
- Robi Axiata ltd. has got a huge budget for training program. When we nominate people for training program the approximate figure is 40 but after taking confirmation the figure stands around 25-27. But in the day of a training program 18-20 people come for the program. As they have to pay their vendor in advance so they pay for 25-27 people's training fees. As a result it is incurring loss. If we ensure the exact figure of participants then Robi Axiata ltd. management could save huge amount of money yearly.

CHAPTER 03 TRAINING & DEVELOPMENT

ବିବି

3. Training and Development: Is a subsystem of an organization. It ensures that randomness is reduced and learning or behavioral change takes place in structured format

Development of Human Resources

– Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth

–It's not the goal you set, but it's what you need to achieve it. Training is about knowing where you stand (no matter how good or bad the current situation looks) at present, and where you will be after some point of time. Training is about the acquisition of knowledge, skills, and abilities (KSA) through professional development.

3.1 Role of Training:

Importance of Training and Development:

Development of Human Resources

– Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth. •

Development of skills of employees

Development of Human Resources

– Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.

Development of skills of employees

– Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.

Productivity:

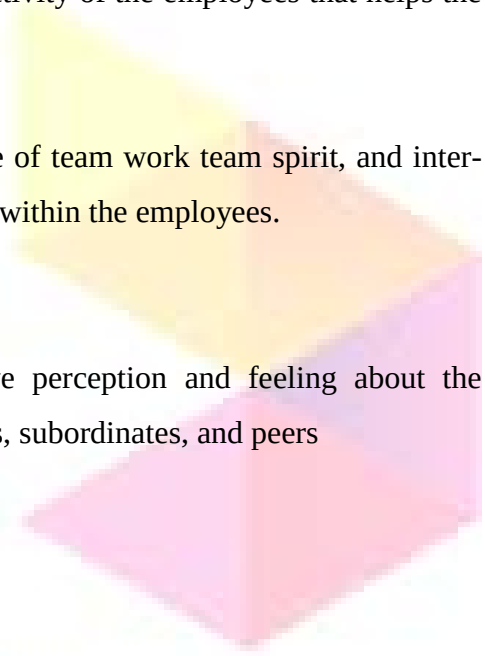
– Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.

Team spirit:

– Training and Development helps in inculcating the sense of team work team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.

Organization Climate:

– Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers



CHAPTER 04

PROJECT: ASSESSMENT OF THE TRAINING PROCESS



4. Summary: This chapter is all about the report that I made to get a clear view about the assessment of the training process of Robi Axiata ltd. Axiata Limited. This chapter will reveal the Full process of training for Robi Axiata ltd. employees. This report shows how the Training schedule for the trainings are made, what different types of training program ROBI AXIATA LTD. offers to its employees, Which vendors/Facilitator do they use, How the training need analysis is prepared, and how the training feedbacks are recorded etc.

4.1 Description of the Project:

- **Objective of the Project:** The objective of the report can be viewed in two forms:
 - General Objective
 - Specific Objective

General Objective:

This internship report is prepared primarily to fulfill the Bachelor of Business Administration (B.B.A) degree requirement under the Faculty of BRAC Business School, BRAC University.

Specific Objective:

More specifically, this study entails the following aspects:

- To give an overview of Robi Axiata ltd. Axiata Limited.
- To focus on the products, services, work environment and facilities provided to employees of Robi Axiata ltd. Axiata Limited.
- To discuss the assessment of training process of ROBI AXIATA LTD..

4.2 Methodology: The study is conducted in a systematic procedure starting from selection of the topic to final report preparation. The integral part was to observe and collect information. The overall process of methodology followed in the report is explained further.

➤ **Primary Sources:**

Primary Data was derived from the practical deskwork. Being present In the training program and being involved in making TNA and recording feedbacks.

➤ **Secondary Sources:**

- **Internal sources-** Different documents provided by concerned officers and different circulars, manuals and files of the organization.
- **External source-** Course material of Effective training by Blanchard and Thacker

4.3 Limitations: Depending on the feedback from employees of Robi Axiata ltd. Axiata Limited, this report is prepared. Though the report would be helpful to Robi Axiata ltd. Axiata Limited a lot, some people were reluctant to provide feedback. Some concerned might think that the information associated with them were confidential enough to disclose to the external world. Main problem was time constraint. Although there were many limitations I tried to give my best effort to furnish the report.

4.4 TRAINING CALENDAR

ROBI AXIATA LTD. has a standard training calendar which they follow to train the employees. After the need analysis, one HR assistant managers and his executives collect the information about all the employees and their lacking of skills. The HR executives work on the training calendar after words.

The assistant manager decides what training do the new employees and the old employees need. This task is done by a big personnel assessment. This personnel assessment is done every three month to maintain the up-to-date information. Every individual is evaluated by the line managers of the department and after evaluation they face a short interview discussing about the evaluation and the training they need. If any employee likes to do any training for his betterment, he is welcomed. Those who did different trainings before, also face the evaluation. If they don't meet to the mark they are suggested for the training once again

. So after all the needs and lacking of the employee been collected, they executive starts to design the calendar. They allocate the trainers and the trainees into different slots; make a schedule of when and where the training should be held. They also make a big routine to maintain the calendar.

The training calendar consist the name of the training, training from which department, who will be directing the training, participants of the training, where the training should held and the time.

Sl	Name of Training	Relevant Competency	Month									
			January	February	March	April	May	June	July	August	September	October
1	Innovation Management	Personal Attribute		3-4 Feb 17-18 Feb		TBA	TBA	TBA	TBA	TBA	TBA	TBA
2	Relationship Selling and Telephone Communication Skills	Customer Orientation				TBA	TBA	TBA	TBA	TBA	TBA	TBA
3	Strategic Brand Management	Business Accumen				TBA	TBA	TBA	TBA	TBA	TBA	TBA
4	Business Communication	Business Accumen	15-16 Jan			TBA	TBA	TBA	TBA	TBA	TBA	TBA
5	Stress Mgt	Personal Attribute	29-30 Jan			TBA	TBA	TBA	TBA	TBA	TBA	TBA
6	Negotiation/Advance Negotiation skills Program	Result Achievement				TBA	TBA	TBA	TBA	TBA	TBA	TBA
7	Problem Solving & Decision Making	Personal Attribute	22-23 Jan	26-27 Feb	10-11 Mar 19-20 Mar	TBA	TBA	TBA	TBA	TBA	TBA	TBA
10	Coaching for team development	People Management		19-20 Feb	30-31 Mar	TBA	TBA	TBA	TBA	TBA	TBA	TBA
11	Towards Service Excellence	Customer Orientation				TBA	TBA	TBA	TBA	TBA	TBA	TBA
12	Effective Presentation Skills	Personal Attribute	20-21 Jan 27-28 Jan			TBA	TBA	TBA	TBA	TBA	TBA	TBA
13	Business English Skills (50 hours, Fri/Sat class)	Personal Attribute				TBA	TBA	TBA	TBA	TBA	TBA	TBA
14	Introduction of Project Management	Result Achievement		5-6 Feb		TBA	TBA	TBA	TBA	TBA	TBA	TBA
15	Advance Project Management	Result Achievement				TBA	TBA	TBA	TBA	TBA	TBA	TBA
16	Leadership Development Program(First Time managers)	People Management				TBA	TBA	TBA	TBA	TBA	TBA	TBA
17	Breed MBAs in House: Mgt Training for Non-Business Grad(3 days)	Business Accumen		10-11 Feb		TBA	TBA	TBA	TBA	TBA	TBA	TBA
18	Stakeholder Mgt(1 day)	People Management		13-Feb	27-Mar	TBA	TBA	TBA	TBA	TBA	TBA	TBA
19	Business Strategy in turbulent Env(2 days) for mid-top mgt	Strategic Thinking			24-25 Mar	TBA	TBA	TBA	TBA	TBA	TBA	TBA
20	Leadership Training for Junior Managers(2 days)	People Management		24-25 Feb		TBA	TBA	TBA	TBA	TBA	TBA	TBA
21	Strategic & Design thinking Skills Training(2 days)	Strategic Thinking			3-4 Mar	TBA	TBA	TBA	TBA	TBA	TBA	TBA

This is a training calendar of 2013.

4.5 TRAINING PROGRAMS

All the training programs of ROBI AXIATA LTD. are generally divided into two types.

Leadership training and Functional training.

1. **Leadership Training:** Leadership trainings are such type of trainings designed to develop the leadership skills of the employees. Employees from all departments and all designations are allowed to do these types of trainings. Name of some leadership trainings are, Business communication training, Problem solving decision making, Project management, Coaching for excellence, Business English, Situational leadership, Time and stress management etc. Each of the training has a relevant competency development like Business communication is relevant with building the competency of Business Accumen, Project management is for result achievement, Time management for Personal attribute etc.

2. **Functional Training:** Functional Trainings are types of trainings that are designed to help employees to deal with their day to day functions. These trainings are most of the times designed for Employees of a specific department. Most of the functional trainings such as, Oracle Data gurat training, 3g Overview training, Ip network Barrier training, Huawei interface training etc are for the employees of technology department. There is another functional training named Success through distributors, this training is mainly for the Area manager of Sales division. But some Functional trainings are open for employees of all departments such as, Training of power point, Training on Excel etc.

Overseas Training

Every year a number of employees are sent for overseas trainings. Top level manager, vice president are allowed to participate in the Annual Axiata training held in Malaysia. Employees from technology department are sent to Malaysia, Korea and China for Advanced training in possible new technologies.

4.6 TRAINING NEEDS ANALYSIS

A Structured Interview: ROBI AXIATA LTD.'s structured interview for job analysis is seen under this method the supervisor of an employee asks him several questions related to the interviewee's job. The structured interview paper is filled by the Interviewer, as the interviewee gives him the answers to the question. This is merely an easy and quicker process for ROBI AXIATA LTD. to collect information for job analysis.

The manager then verifies the information with the employee's immediate supervisor to double check it. And finally in the last step the General Manager of performance management team of Human Resource department of ROBI AXIATA LTD. develops a Job Specification and Job description in separate documents

The Human Resource team of ROBI AXIATA LTD. writes the job specification based on Training Need Analysis (TNA) is an important and 'must to do' objective in a big business corporation to retain their human resource and make them the most skilled person comparing to competitors. TNA is to find out the professional gaps of the organization. From starting of an organization every employee did not have the same knowledge, skills and attitudes (KSA) as they have now. So from the very beginning an organization needs to do the organizational analysis, then operational analysis and lastly person analysis. Thus the organization will find out the gaps, which is to be filled. If actual performance of an employee is deducted from the standard performance, we can find out the performance gaps. To fill up these gaps organization should train their employees. Runner Group of Companies (ROBI AXIATA LTD.) does the same to retain and make their resources skilled and experienced more than ever.

Organizational Analysis:

ROBI AXIATA LTD. do their organizational analysis once in a year with the top level management only. They look throughout the organization's environment and find the influences which affect the employees' performance.

Operational Analysis:

Operational analysis is also known as the **job/task analysis**. ROBI AXIATA LTD. has a strong job analysis system and they maintain it strictly. Job Analysis is the procedure of determining the duties and skill requirements of a job and the kind of person who should be hired for it. ROBI AXIATA LTD. do job analysis once in each six months and they use a structured interview method for collecting job analysis information.

whether they are planning to address the job towards trained applicants or non trained applicant's. ROBI AXIATA LTD.'S Human resource team writes a job description using information from the job analysis which is briefly:

- Job Identification

- Job Summary
- Responsibilities & duties
- Authority of incumbent, at the same time his immediate supervisor's post and immediate subordinate's post
- The working condition that they provide for the job
- Standards of performance
- Lastly, Job Specification

Person Analysis:

Finally the person analysis shows who is the most active and filled up with KSAs and who are required KSAs for their job. This analysis is also known as the **performance appraisal** of the employees. Like the job analysis ROBI AXIATA LTD. maintain the strictness in the performance appraisal too. In performance appraisal the organization will actually find the performance gap in individual steps. ROBI AXIATA LTD. uses a specific method to apprise the employees which is Graphic Rating method.

- **Graphic Rating Scale Method:** This method is one of the popular and simple methods for appraising performance. This rating scale lists traits and range of performance value each traits. ROBI AXIATA LTD. made a graphic rating scale which includes- job knowledge, skill, quality of work, customer service, computer knowledge, communication skills, analytical skill, initiative, teamwork, commitment to work, creativity, loyalty toward organization, financial discipline, attitude towards seniors, adapts to change, grooming and attendance & punctuality, in total it looks into different areas such as 'Job performance', 'Human factor' and 'Discipline'. The employee in this case, is rated by identifying the score that best describes his or her level of performance for each of the trait.

- **360o Feedback Process:** For the managerial level employees and designations above that, ROBI AXIATA LTD. uses 360o Feedback process. As managers have comparatively significant roles in the company, which can range from communicating with other departments, leading the subordinates, maintain public relations, making strategic business plans, etc. Thus their performance is appraised using the 360o feedback process and this helps to evaluate an individual manager's performance in every work that he performs and his relationship with the organization's other employees

4.7 TRAINING DESIGN

The training program of the company is likely to change. The company never always maintains the same techniques while designing their training programs. But they do know why their training programs are being changed and why. While designing their training programs the Company usually follows some steps. They are given below.

Step 1: Analyzing:

- **Identifying Training Needs:** The Company at first tries to analyze the needs of training for the employees. And for that they look at the performance gaps of the employees and other things which are related with the failures of effective performances by their employees. And after sorting the problems they try to figure out appropriate training programs to be used by the company to fill the gaps.
- **Cost Analysis:** The Company allocates a portion from their budget to be used for training programs. So at first they Analyze and try forecast the cost they have to bear for carrying out the training programs.
- **Determining Learning Objectives:** The purpose of this part of the planning is to design learning objectives that will ultimately accomplish to reach the overall training and development

goals. Company also identifies the learning activities (or methods) that are needed to conduct to achieve the learning objectives and overall training goals. The following things should be considered in this case

1. Identify some preliminary learning objectives for each new area of knowledge or skills.
2. In what sequence should the learning objectives be attained?
3. What are the best learning activities (methods) for you to achieve your learning objectives?

STEP 2: Making Decisions:

After completing the analysis the company goes for making some important decisions for designing the training program.

- **What Methods of Training to Use:** - Based on the learning of the need analysis, The Company then tries to determine what methods should be used to provide trainings. Methods such as seminars, coaching, practical etc.
- **How Much Time to Allocate for the Training:** - And then the company tries to figure out how much time should be allocated for each type of trainings. Time constraints are very important for a company while giving trainings. So the company emphasize on this consideration properly to avoid future mismanagements.
- **How Many Trainees to Train at the Same Time:** - Another important consideration is deciding the number of trainees to be trained at the same time. While making this plan the company always considers the time constraints and also the cost analysis. If they can provide a certain type of training to a good number of trainees at a time then they can save money and

time. But if they include too much trainees at training then the training might not be that much effective.

- **Different Training for Managers And Subordinates** :- Another important decision the company makes while designing training is, whether they will provide different training programs for managers and subordinates or not. In some cases special trainings are required for the managerial levels. So the company plans this training very seriously while making the design.
- **The Appropriate Locations for the Trainings:** - The Company always tries their level best to choose the perfect location where training programs will be held. While making this plan they consider the number of trainees, the type of trainings and maintaining a good environment for learning, these issues before designing the training program.

Step 3: Developing training objectives

In this stage the Company develops the objectives for the trainings. They express what they are expecting from the training programs. How should the programs be run and what outcomes it should provide? To make it more clear in this stage the Company expects the outputs out of their inputs. While developing the objectives they generally consider some issues. Those are:

- The present level of performance
- The desired level of performance
- The benefits of the success of the training

Step4: Execution

This is the final step where company executes all the earlier stages and brings them into action. After this step the Company finally comes up with a training design program.

4.8 TRAINING EVALUATION

As Robi Axiata ltd. Axiata ltd. give a lot of effort for training their employees, they also give importance on the evaluation of those training. Before assigning employees for training, the company creates some expectations from the employees and then they analyze the performances of those employees. After analyzing they try to find the gaps from the performances compared to the expectations. And based on those gaps company starts planning the training needs for employees. It also helps the company to make a forecast of their future training planning. During many workshops the company also gets to know how well aware their workers have become considering their participations. In the Eco seminar the company gets to know how much their employees have learned from the training since in the Eco seminar the trained workers from abroad shares their knowledge's with other employees. Since these abroad trainings are very expensive, therefore the company shows a lot of interests in evaluating the trainees. For collecting the feedback on the training from the participants, a feedback form is given to the participants after every training. In the form 17 characteristics of the training are mentioned and participants mark each of them in a scale of 5.

TRAINING EVALUATION BY TRAINEE					
Title: Coaching for Excellence Date: 2-3 Oct Venue: Hotel Rigs Inn					
**Please evaluate each item according to the following grade system: 1 Poor/lowest 2 Below Average 3 Average 4 Good 5 Excellent/highest					
TRAINING OBJECTIVES:					
• Clarity of Training Objectives	1	2	3	4	5
• Achieving Training Objectives	1	2	3	4	5
ACTIVITIES/EXERCISES:					
• Engaging/Interesting	1	2	3	4	5
• Easy to understand	1	2	3	4	5
• Participatory	1	2	3	4	5
• Interactive w/ Trainer & other Trainees	1	2	3	4	5

The feedbacks then are recorded in two stages. First all the feedbacks of one particular training are stored in one Excel file and the total average is calculated. In the second stage all the average of the training feedbacks of one particular month are stored in a file.

The feedbacks help later on to understand the effectiveness of the training. The results of the evaluation also help to make some important decision in the future such as, whether to bring any change in the training process or to move with a new trainer etc.

Beside the Feedback, the effectiveness of the training can also be measured by some other ways such as:

- **Learning:** - The company takes exam and tests to find out whether the employees learned the principles, skills they were suppose to learn
- **Behavior:** - The company try to find out whether the trainees behavior changed due to the training or not. For example, a newly promoted manager had been given training on

leadership. Now after the training the company will try to determine the significant changes of his behavior to judge the trainings success

- **Results:** - Reaction, learning and behavior are important but if the training program does not produce measurable results, then it probably has not achieved its goals. Therefore the company gives the most priority to the outcomes to evaluate the success of the trainings.



CHAPTER 05

CONCLUSION

বাবি

5.1 Conclusion

Lastly I would like to say that, Robi Axiata limited has a very enriched and systematic training process. Seeing all the feedbacks from the employees I can say that their employees are highly satisfied with the training that they are getting. They have a good list of vendors who are taking the training on a regular basis. And it shows that Vendors are also satisfied with the arrangements of the training programs. So the internship period for me was very useful as i got to learn so many things.

