Report On

Effectiveness of Flagship Talent Management & Employee Learning at Robi

By

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18104239

An internship report submitted to the BBS in partial fulfillment of the requirements for
the degree of
Bachelor of Business Administration

BRAC Business School
Brac University
September 2022

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

_____

Efteeda M.A Matin
18104239

Supervisor's Full Name & Signature:

_____

Mr. Zaheed Husein Mohammad Al-Din
Senior Lecturer, BBS
BRAC University

Letter of Transmittal

Mr. Zaheed Husein Mohammad Al-Din,

Senior Lecturer,

BRAC Business School,

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Internship Report Submission.

Dear Sir,

With due respect, I am submitting my Internship report "Effectiveness of Flagship Talent Management & Employee Learning at Robi".

My first priority was to acquire as much practical knowledge in the telecommunication industry as I can during my internship period. With your valuable supervision, I could complete my report for fulfilling the course essentials alongside extensive learning. With a lot of effort, I have tried my best to make a good report with all the necessary data and statistics to support my facts.

I believe the report will be satisfactory enough.

Sincerely yours,

Efteeda M.A Matin

18104239

BRAC Business School

BRAC University

Non-Disclosure Agreement

This agreement is made and entered into by and between Robi-Axiata Ltd. and the undersigned student at BRAC University named Efteeda M.A Matin who is committed to avoid entering any sort of confidential data of the Organization

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Robi Axiata Ltd.

Efteeda M.A Matin

Acknowledgement

Starting off, my heartiest gratitude to Allah for giving me an opportunity to work for one of the biggest telco companies named Robi Axiata Ltd.

Without the supervision and assistance of few people, it would've been impossible for me to finish this report. I feel very privileged to get such guidance and supervision for which I would like to express my gratefulness towards them.

I feel honored to work for the report under the supervision of my supervisor Mr. Zaheed Husein Mohammad Al-Din sir, Senior Lecturer of BRAC Business School. Sir helped me out through all the difficulties I have faced regarding the report.

Moreover, I had the privilege to work with one of the best teams "HR Tech & Talent Development", HR Division of Robi Axiata Ltd. Throughout my Internship program, I got maximum cooperation and guidance from my team. I am very grateful to my Line Manager S.A.M Munim Ahmed, General Manager, who helped me with proper guidance and feedbacks on my work time to time. I could strongly relate my theoretical knowledge with the practical work because of my team who have always motivated me and guided me towards the right direction.

Finally, I would like to thank all the employees, colleagues who helped me by providing necessary data to complete this internship report. Their contribution is very valuable.

Executive Summary

The environment we are seeing right now is very dynamic. Changes are happening very rapidly in Telco industries. That is why, Robi needs to keep and maintain their talented individuals so that they can bring more positive outcome. It also helps to groom their talents for future leadership roles.

In this report, I will be talking about how talent management and employee learning helps Robi to flourish more and run towards their sustainability. Moreover, I will discuss about the work environment, culture, additional tasks and many other aspects to give this report a good ground. Furthermore a survey was conducted to see how the talent programs are helping them to flourish. Again, based on my experience, I will be giving feedbacks and recommendations to develop the process.

Key words: Dynamic, Talent Management, Employee learning, Sustainability.

Table of Contents

List of Tables

List of Figures

List of Acronyms

GT – Graduate Trainee

RADP – Robi Accelerated Development Program

TDP – Talent Development Program

HRM – Human Resource Management

CIM – Computer Information Management

HRIS – Human Resources Information System

Chapter – 1

Internship Overview

1.1 Student Information

My name is Efteeda M.A Matin. Currently, I am studying in BRAC University BBA Department with a double major in Human Resource Management & Computer Information Management.

1.2 Internship Information

1.2.1 Tenure, Company Information, Department/ Division:

My internship period started from 17th May, 2022 to 16th September, 2022(4 months) in Robi-Axiata Ltd. I was assigned to the HR Tech & Talent Development department of Human Resource Department.

1.2.2   Internship Company Supervisor Information:

My supervisor in Robi-Axiata Ltd was S.A.M Munim Ahmed. He is the General Manager of HR Tech & Talent Development department. I worked under his supervision and experienced many things that were totally new to me. Besides, our team had 2 GTs Mohammad Arefin Chowdhury & Musarrat Sarwar Chowdhury, VP Zaved Parvez.

1.2.2 Job Description:

During my internship tenure in HR Tech & Talent division, I have done various tasks related to Talent management and their employee learning. My job responsibilities are mentioned below:

- ✓ Coordinated in their Flagship Talent Management Program where I had to sort out the master data and communicated directly with the talents.
- ✓ I have recorded the KPI of all the employees under talent management
- ✓ Coordinated in 360 degree Managerial Feedback
- ✓ Analyzing the course demands of employees on online platforms (Coursera, Udemy & LinkedIn Learning)
- ✓ Did analysis on HRIS system feedback and pointed out key issues regarding it
- ✓ Coordinated competency mapping
- ✓ Prepared learning calendar for all employees

1.3 Internship Outcomes:

1.3.1 Benefits to the student:

During my internship period I got to learn so many new things. The things I have learned from books, I could actually relate them with my work which enhanced my knowledge. For the first time I could experience the corporate culture and how it works. Moreover, I got to work under great minds and top level employees. This helped me to sharpen my technological and interpersonal skills.

1.3.2 Problems and difficulties faced:

I have faced quite a few problems during my internship. If I had to categorize them, they are related both internally and externally. Some of the major problems I have faced are mentioned below:

- Working for 8+ hours seemed to be a bit challenging initially as I had to totally change my routine.
- As I lived far from the office, a significant amount of time was wasted on the road in traffic which seemed very difficult during summer.
- Doing repetitive tasks sometimes felt less interesting.
- The device was very slow which consumed a lot of time.

1.3.3 Recommendation for the company (Internship Program)

- Firstly, the interns should be given a better device so that the works can be done much more quickly
- Interns does not have the privilege to access some of the Microsoft 360 functions as other employees which made it challenging at times.
- Interns should be assigned to bigger tasks.

Chapter – 2

Organization Part

2.1 Introduction

Robi-Axiata Ltd. is well known as a public limited company. It is holding its highest stake holders in Malaysia that is 61.8%, Bharti Airtel India 28.18% and the rest of it is held by the general public which is 10%.

The first operation of this company was commenced in Bangladesh in 1997 as "Aktel". Later in 2010, the company was rebranded as Robi and the name was changed to Robi Axiata Limited.
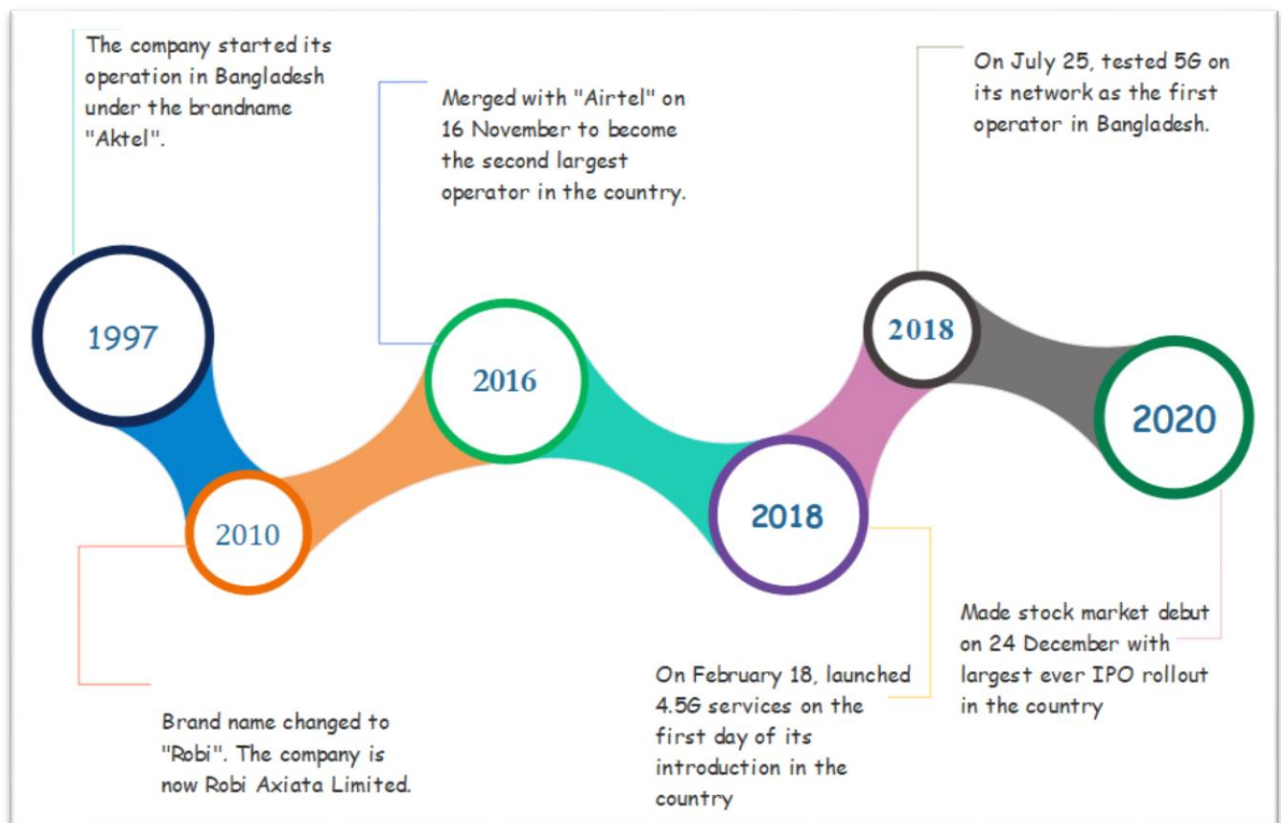
Figure 1: Journey of Robi

In the year 2016, Robi merged with Airtel. Currently Robi is the second Largest Telco Industry in Bangladesh with a total subscriber of 54.5 Mn, the total of 24.3 Mn subscribers were using 4G which is 48.3% of total subscribers and the data users numbered to 65.1% by the end of second quarter in 2022. In the Telco industry, Robi possess the highest number of data users

which is 74.2%. Talking more about the merger of Airtel and Robi, this is considered as the biggest merger in the country. Robi is also the first company to offer 4.5G network.

In addition, Robi has done a lot of CSR activities which made them very unique from their competitors. Most innovative activity is Robi 10 minute school where over 260,000 students are enrolled to have digitalized education which is coordinated by Ayman Sadiq and team. Moreover, Robi arranged the largest Human flag of Bangladesh in December 16, 2013 which was a record breaker. Robi also established water plants numbering to 10 in 10 other railway stations of Bangladesh with the assistance of WaterAid.

2.2 Product and Services offered by Robi

Robi vastly offers digital services throughout the country. Starting from SIM cards to Robi shop, they are doing it all. Robi offers lots of gadgets in a very reasonable price in their Robi shop. The prepaid and postpaid packages of Robi are given below:
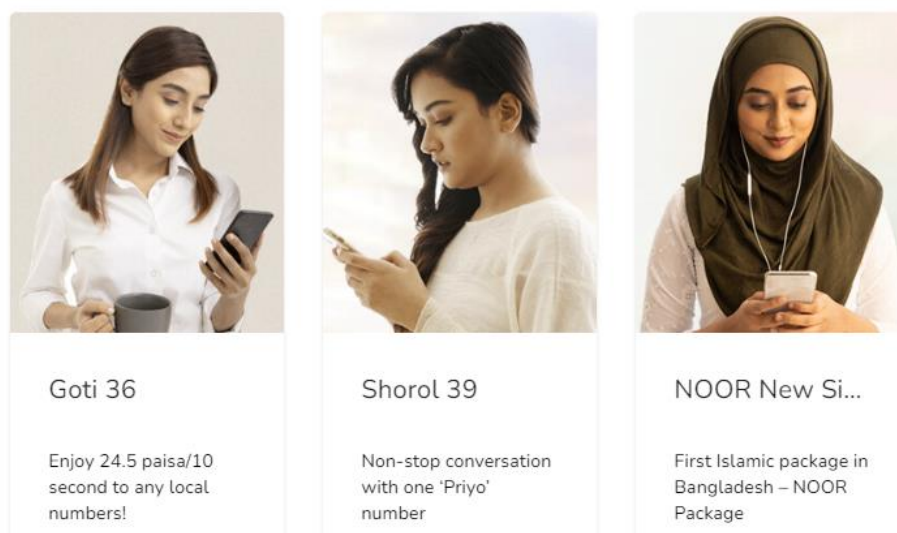
Figure 2: Prepaid Packages of Robi

The postpaid packages are mentioned below:

Figure 3: Postpaid Packages of Robi

Other services of Robi are given to the next page:
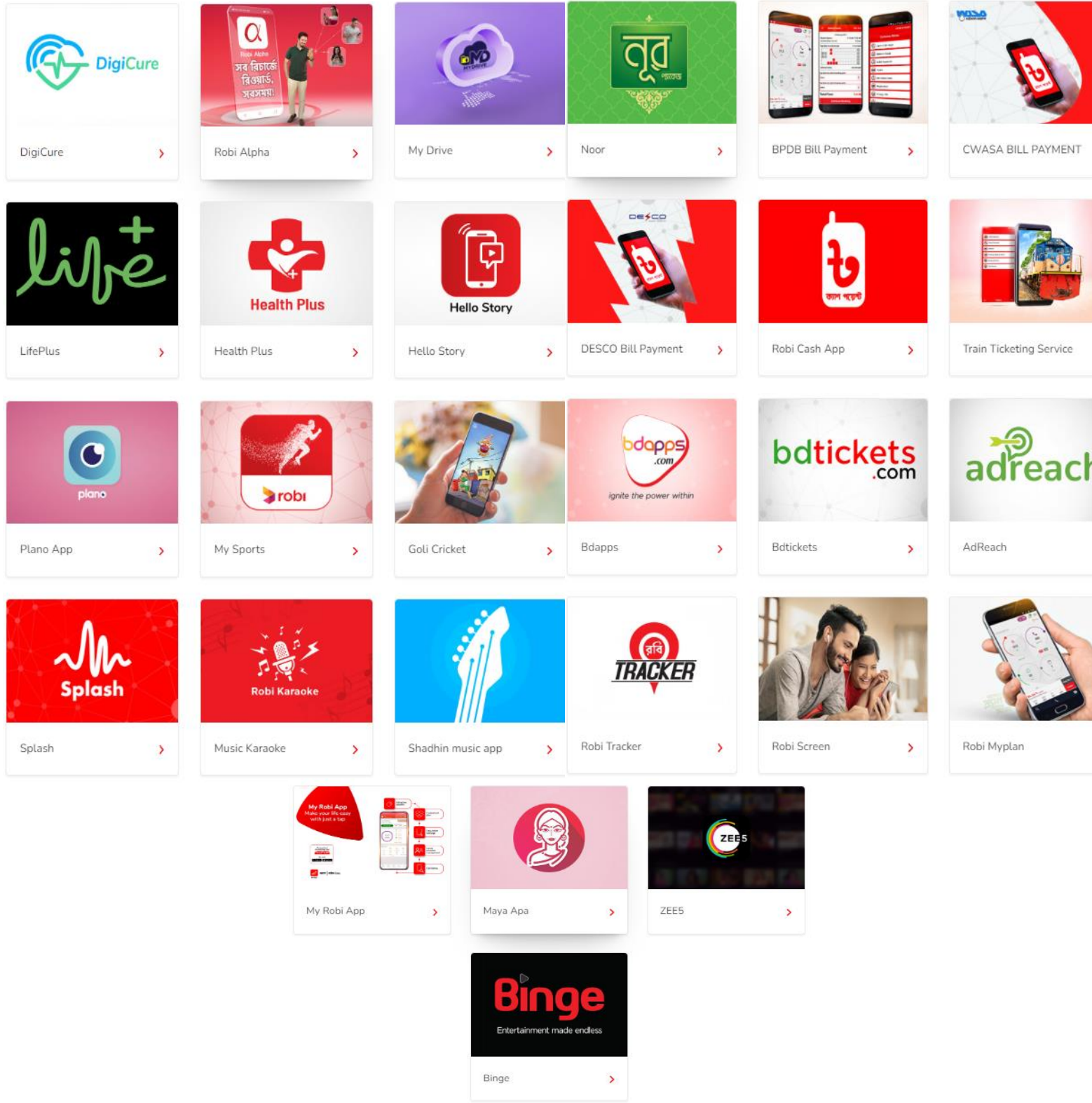
Figure 4: Robi Digital Services

2.3 Organization Organogram of Robi

Organizations have their own style of Organogram. CEO is the top most position of the company who regulates the organization. To manage the divisions as a whole, there are CXO's. In order to run the business, the organization kept posts like EVP, VP, GM, Manager, Specialist, and Executive. The organogram is shown below:
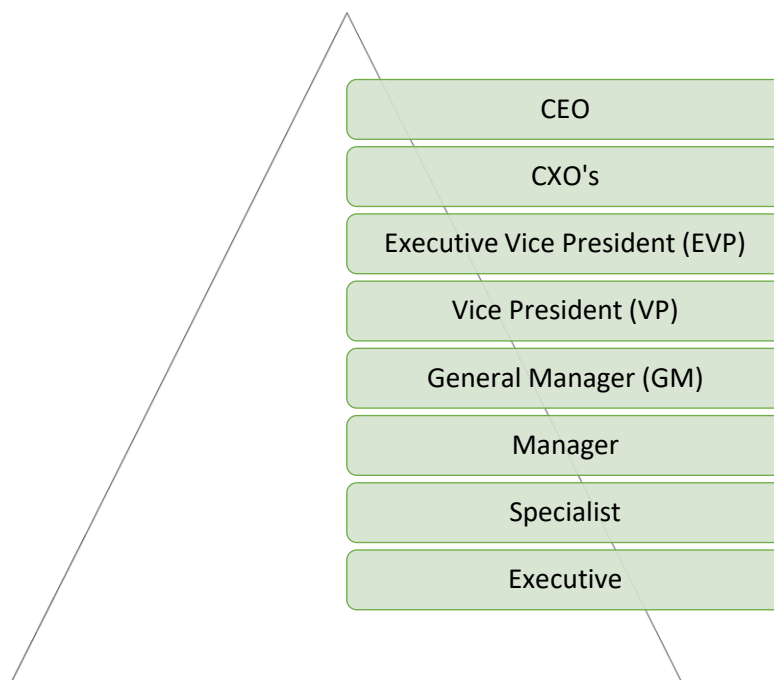
Figure 5: Robi Axiata Limited Organogram

Each employee level are designated to a job band. Their Job bands are mentioned below:

Table 1: Job band of Robi-Axiata Ltd Divisions

Job Title	Job Band
CXO	A
EVP	B
VP	C
GM	D
Manager	E

Specialist	F
Executive	G, H

2.4 Robi Axiata Ltd – Divisions

There are divisions of Robi-Axiata Ltd. The divisions are mentioned below:

- Corporate Strategy & Regulatory Affairs
- Corporate Strategy
- Enterprise Business
- Finance
- Human Resources
- Internal Audit
- Information Technology
- Risk & Compliance
- Market Operations
- Technology
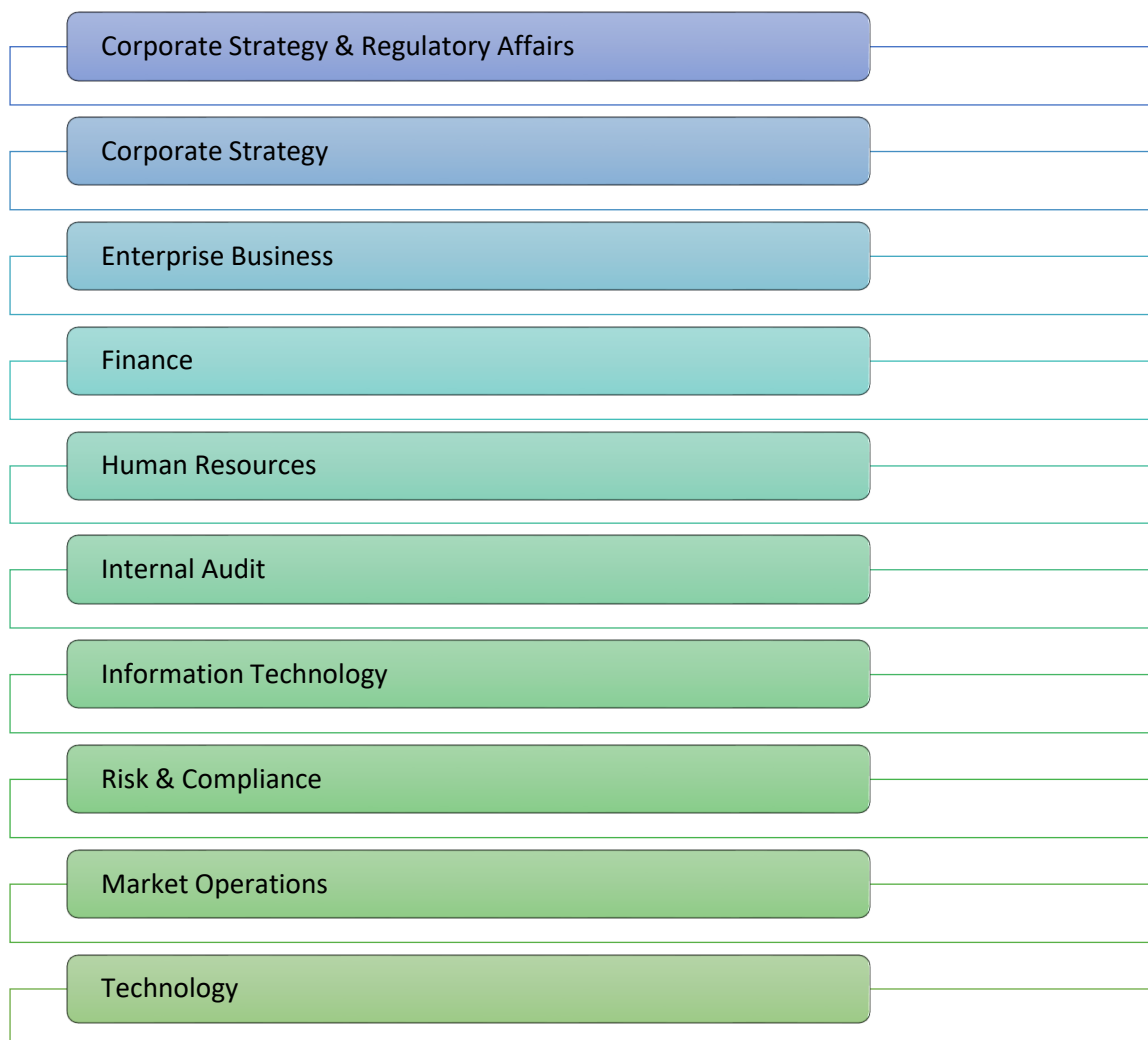
Figure 6: Divisions of Robi

2.5 Departments of HR Division

There are 5 departments of HR division. Each department has their own manager who reports to their VP. All of them reports to the CHRO, Md. Faisal Imtiaz Khan. The departments are mentioned below:
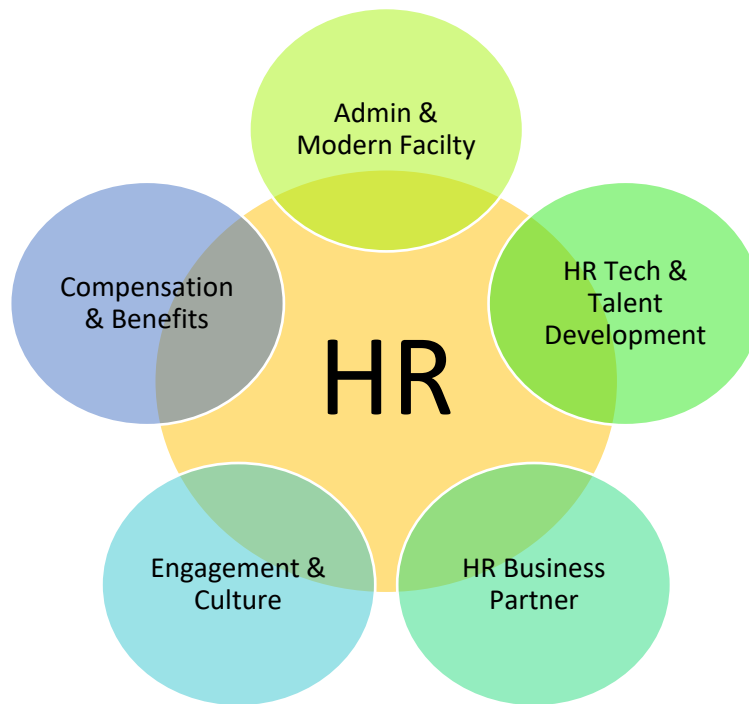
Figure 7: Human Resource Departments

Admin & Modern Facility: Admin and modern facility department is the biggest department of HR with a total of 16 members. Their main responsibilities are supplying office materials and equipment whenever it is needed. Such as, supplying papers, printer ink, chairs, plates etc. Also they are responsible for providing services if any device or equipment goes faulty.

HR Tech & Talent Development: The HR Tech and Talent Development has 4 members. I was assigned to this group for my internship. Previously, this team was knows as Talent Development. Later on, the technology department of HR is aligned with this team and now known as HR Tech & Talent Development. This department is mainly responsible for scoping development opportunities for the employees and maintaining the HRIS. Different sort of training programs are arranged by this department as per employee needs. The training program can be both online and physical. As we move, we will be getting to know more about this department in this paper.

Human Resource Business Partner: HRBP works as a bridge among various division and HR of the company. The right person is enrolled in their suitable occupation by the resourcing unit. HRBP is highly involved with employee hiring and their branding. Organograms of different divisions and hierarchy structures are set by the HRBP team as well. Moreover, they are allied with various educational institutions and agencies who provide candidates in order to find the best fit for the organization.

Compensation & Rewards: The team is responsible for managing the monetary and non-monetary reward structure for all the employees of Robi-Axiata Ltd. They plan out competitive salary based on the roles in order to reduce the attrition rate so that talented employees can stay instead of finding better opportunities. Moreover, the team strictly follows the KPI of the employees to distribute performance appraisal justly.

Employee Engagement & Culture: This team keeps the office environment super motivated and agile. They are highly committed to arrange engagements regarding representation, ethics related to office and occasions regarding motivation by ensuring safe and dynamic work environment for every employees of Robi.

2.6 Financial Ratios

The financial condition of Robi-Axiata Ltd. are determined from the consolidated report provided in their website. All the figures are taken from the reports. Here, we will be taking the last 3 years account. We will be working with the Liquidity Ratio, Profitability, Leverage, and Efficiency. It is determined below:

Liquidity Ratio:

Table 2: Liquidity Ratio

Name Ratio	Formula	2019	2020	2021
Current Ratio	$\dfrac{Current\ Assets}{Liabilities}$	0.28	0.19	0.22
Quick Ratio	$\dfrac{Current\ Assets - Inventory}{Current\ Liabilities}$	0.26	0.27	0.21

Review:
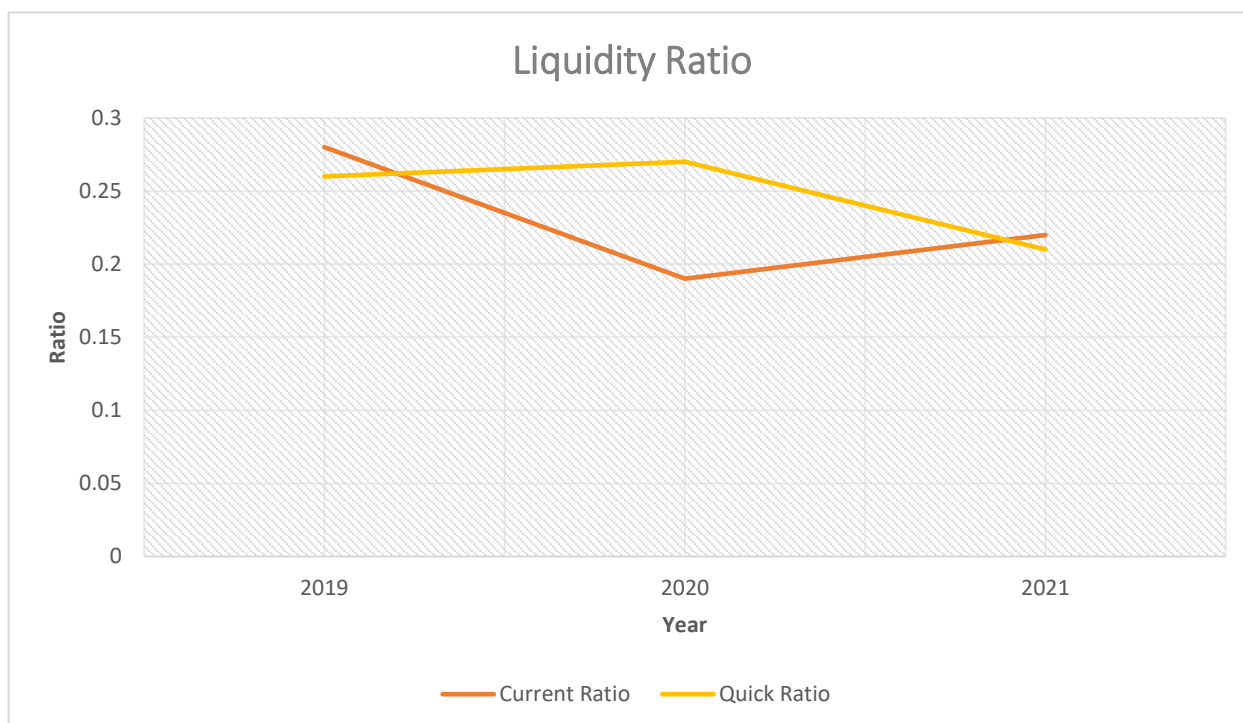
Figure 8: Liquidity Ratio Graph

We know that, a company that has less than 1 for both current and quick ratio suggests that the company is capable fulfilling its liabilities. As we can see all the current and quick ratios of Robi seems to be below 1. Hence, we can say that Robi is well capable of satisfying their liabilities.

Profitability:

Table 3: Profitability Ratio Table

Name Ratio	Formula	2019	2020	2021
Gross Profit Margin	$\dfrac{Gross\ Profit}{Sales}x100$	37.26	37.41	33.75
Operating Profit Margin	$\dfrac{Operating\ Profit}{Sales}x100$	16.38	16.88	19.68
Net Profit Margin	$\dfrac{Net\ Profit}{Sales}x100$	2.02	2.03	2.23
ROA	$\dfrac{Net\ Profit}{Assets}x100$	0.80	0.80	0.85

Review:
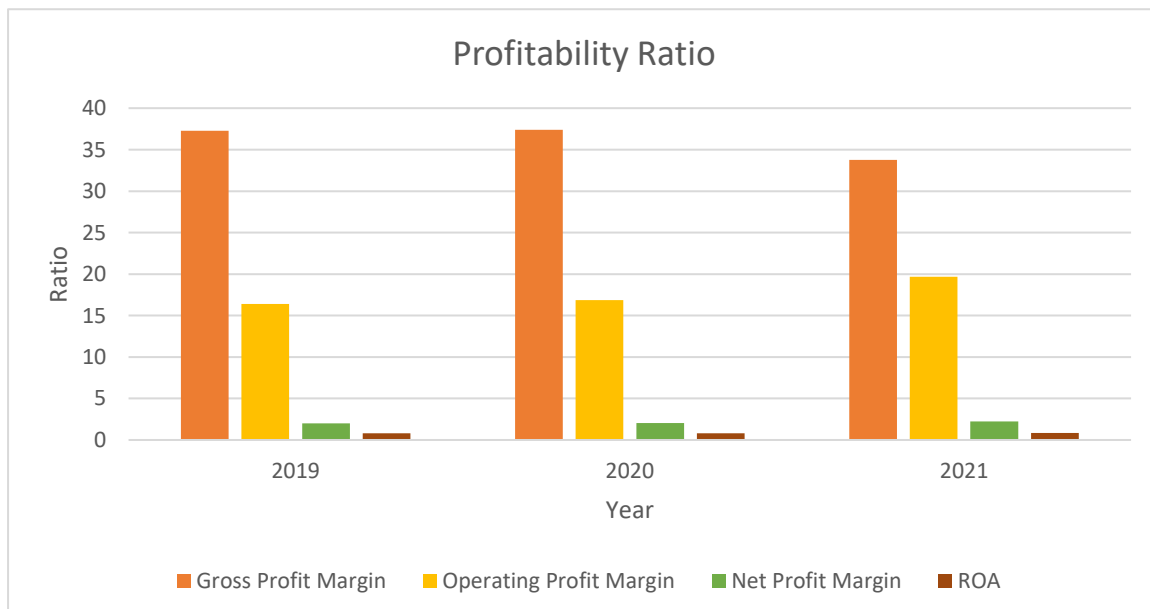
Figure 9: Profitability Ratio

Here we can see that, despite Robi having high Gross Profit Margin, their ROA remains constantly poor for the last 3 years. It is a matter of great concern as it interprets that Robi has been investing significantly on resources which are not generating expected profit for them.

Leverage Ratio:

Table 4: Leverage Ratio Table

Name Ratio	Formula	2019	2020	2021
Debt Ratio	$\dfrac{Total\ Liabilities}{Total\ Assets}$	0.93	0.88	0.89
Debt to Equity	$\dfrac{Total\ Liabilities}{Total\ Equity}$	1.88	2.01	2.16
Interest Earned by Times	$\dfrac{Operating\ Income}{Interest\ Expense}$	7.55	6.48	10.22

Review:
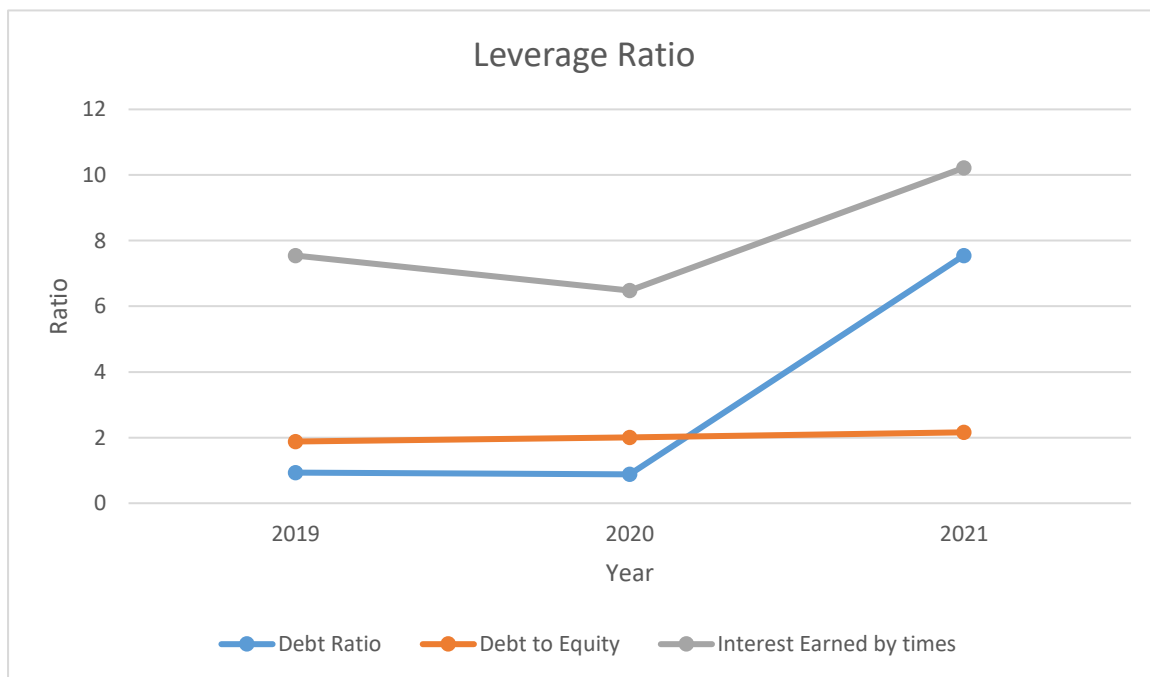
Figure 10: Leverage Ratio

15

We know that, in order to have a healthy debt-to-equity ratio, we need to have the numbers stay between 1 and 2 as per Dan. But as per the analysis, it shows that the debt to equity ratio of Robi-Axiata Ltd. seems to be slightly above 2. In Telco industry, it can be considered okay as they are highly dependent on capital demanding as per their vast infrastructure of network.

Efficiency Ratio:

Table 5: Efficiency Ratio Table

Name Ratio	Formula	2019	2020	2021
Inventory Turnover	$$\frac{COGS}{Average\ Total\ Inventory}$$	**5.96**	**5.23**	**4.01**
Average Collection Period	$$\frac{365}{Average\ accounts\ receivable}$$	**23.24**	**36.78**	**18.65**
Average Payment Period	$$Accounts\ Payable \Big/ \frac{Annual\ Purchases}{365}$$	**71.95**	**51.96**	**52.94**
Fixed Asset Turnover	$$\frac{Net\ Sales}{Average\ Fixed\ Asset}$$	**5.20**	**5.02**	**5.08**
Total Asset Turnover	$$\frac{Net\ Sales}{Average\ Total\ Asset}$$	**5.20**	**4.53**	**4.69**

Review:
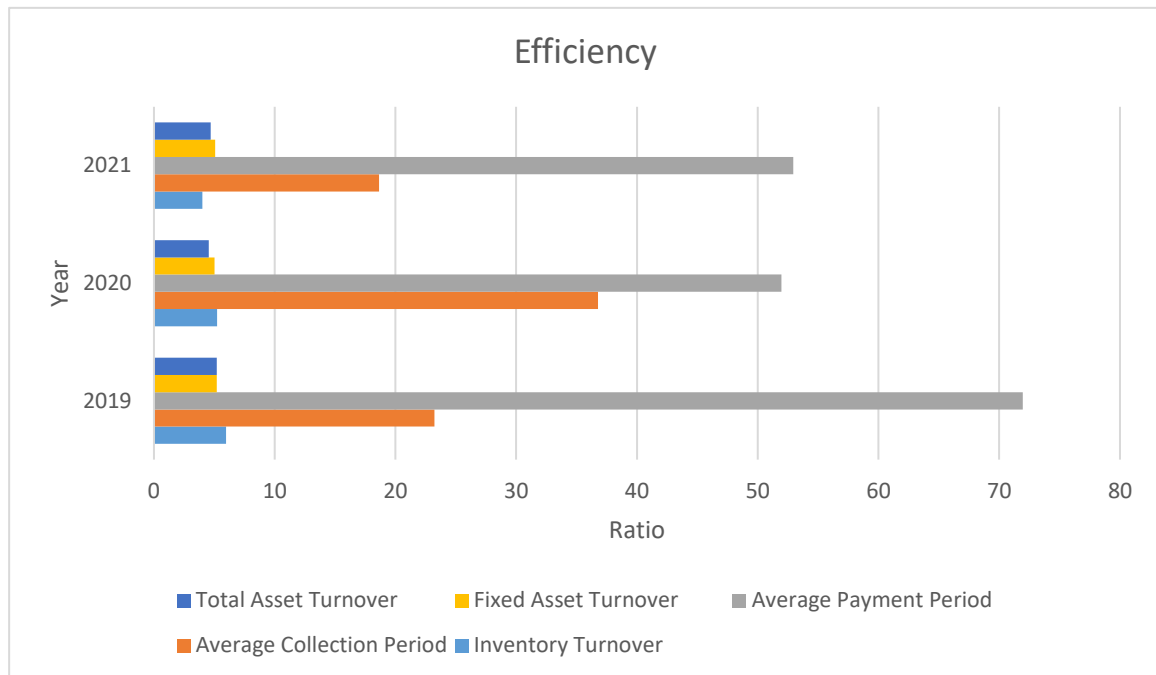
Figure 11: Efficiency Ratio

The graph represents that, Robi has a very impressive inventory turnover rate that is Robi has a very balanced sales and stocking rates which results in efficiently collecting their receivables. Due to pandemic, the collection may have slowed down a bit but an improved average payment method can be seen.

2.7 Porter's 5 forces

Threat to new entrants:

Any company that has the potential to replicate or enhance the quality of the existing company is the new entrant who can be a great threat. The entry is mainly dependent on the level of barrier to enter the market. If the barrier of entry is very high, the rivals have more potential to get in.

For instance, there are many other big names such as GP, Banglalink who can easily replicate the future products or services to enter into the market as they already have a great image.

Bargaining Power of Buyers:

Any individual who is purchasing any product of the company is an industry's purchasers. They can be either end users or resale them to other consumers. In this sector, dealers and consumers are the purchasers. So, buyers hold a very high bargaining power.

Bargaining Power of Suppliers:

Suppliers can have a bigger edge regarding the bargaining power of their services such as increasing the cost, supplying items can be ceased, etc. But in telco, the price of the raw materials are fixed which is why their bargaining power is also very low.

Threat to Substitutes:

Products are services can be substituted any time if another company proposes better value addition for the consumers for the same product. In the recent times, we are rapidly using internet instead of mobile credits to communicate. As a result, this may turn into getting all the Telco companies into a single communication system which will be used overseas. For this reason, substitution risk is quite high.

Threat to Rivalry:

Rivals can go one step ahead by bringing out a sustainable competitive advantage. This can lead them to gain higher market share and dominate the market.

2.8 Summary

Robi is doing remarkable with a dominating performance in the field of telecommunications. All of their operations are moving very fluently and efficiently which is the reason why Robi is doing so well among other Telco companies. But it is seen that, most of the investments of Robi goes to branding. Branding is very necessary for a company to connect to their customers. But in case of Robi, the result is not upto the expectation as much as they are investing.

2.9 Recommendations

Robi is doing great in the Telco industry. They take every new ideas very seriously and come out with a very innovative business idea every time which is giving them a sustainable edge. Their improvement is quite noticeable as the time goes by.

However, the competitors of Robi are also very big in this industry. Robi has to rethink and reshape their business model to stay one step ahead of their big competitors. Furthermore, Robi should also reshape their compensation and benefits for the employees as per their competitors are offering. Otherwise, the great talents will switch to the competitor's company within no time.

Chapter – 3

Work Experience

3.1 Duties and Responsibilities in Flagship Talent Management Project

I joined Robi Axiata Ltd as an Intern in HR Tech & Talent Development department. The department went through a new structure very recently. The Talent Development department was merged with HR Tech and now known as HR Tech & Talent Development. During my internship tenure I was assigned to 2 major projects of Robi. They are – Flagship talent management & Employee Learning. Below I am sharing my responsibilities:

3.1.2 Talent Development Program (TDP):

In this program, the talented employees of the company are enlisted. To keep a track on their progress, their aspirations, their priorities regarding the workplace etc. Through this, Robi can look out for the employees 1 by 1. The employees who were included in this database were GT, RADP, AxThor, Accelerators. My task regarding this project was to create a database regarding all the talents of the company in excel. The database consisted of all the crucial information regarding the employees. Their name, which trainings they have completed, are they vaccinated or not, their past experiences, awards etc. A breakdown of the work process is given below:

- Firstly, a template was sent to all the talents of Robi where they had to fill up their identity information, Qualifications, Enablers-Derailers, experience so far, etc. via one drive.

Figure 12: TDP Template

- I had access to all the templates so I could record their inputs in the master sheet made by excel. As the information is confidential I cannot show the database layout.

- I was also responsible to communicate with all the employees who were facing technical or any issue regarding this template in order to resolve them.

3.1.3 Talent Workbook

Talent workbook is the database where all the talented individuals of Robi's KPI were recorded. Their timeline was broken down into 5 phases. E (0), D (1), C (2), B (3), A (4). "E" is the first phase from where their responsibilities start. "D" is the quarter 1 and straight to "A" quarter 4 of the year. The KPI is set by the line manager as per the quarters. Breakdown of my work process is given below:

- A talent workbook template was mailed to all the employees enlisted as the talented ones. The template is shown below:

| A	B	R	S	T	U	V	W
$	Email	E(0)	D (30)	C (60)	B (80)	A (100)	Completed
152							

Figure 13: Blank Template

$	Email	E(0)	D (30)	C (60)	B (80)	A (100)	Completed
12		Not up to the mark No Facility	DNA platform installation and integration Self Register portal for Guest Registration	3 Nos Swtich Migration Sponsor portal for User approval from Robi	5 NOS Switch integration Successfully onboarding of guest/ visitors without any manual process	10 NOS Switch Services Integration Integration the solution with FSD for S-card generation and centralize approval management	yes

*Figure 14:* Filled up template of an employee

- The employees had to get EMC approval regarding their KPI before sending it directly to me via mail.

- I had to communicate with the employees constantly to submit the template before deadline and solved if they had any query regarding talent workbook.

- After the employees submitted their filled up template with EMC approval, I recorded them in the database.

- I did a follow up every month to see the work progress of the employees and in which phase they were standing on.

By this way, it is very easier to keep record of an employee in a very neat and clean manner. It gets much easier to find an individual information out of bulk.

3.1.4 360 Degree Managerial Feedback

The feedback of all the managers starting from the manager position to CEO, everyone evaluates about their superior and peers. I have managed a big database to sort out each and every feedbacks sent by the employees. Breakdown of the work process is given below:

- My line manager created an excel sheet which was almost automated. Every employee had their unique ID by which it was very easier to connect with all the feedbacks they have sent.

- Hence, I had to sort out all the feedbacks accordingly

- As it was a very sensitive work, I had to be extra careful as we cannot afford to miss out on a single feedback.

- As the feedbacks were gathered, the feedbacks were sent to the concerned employee via mail.

- The total number of mails were over 4,000 so the mails were sent via Mail merge, a unique function of MS Outlook by which bulk emails can be sent concentrating on all the individuals.

- A template of the sent mail is given to the next page:
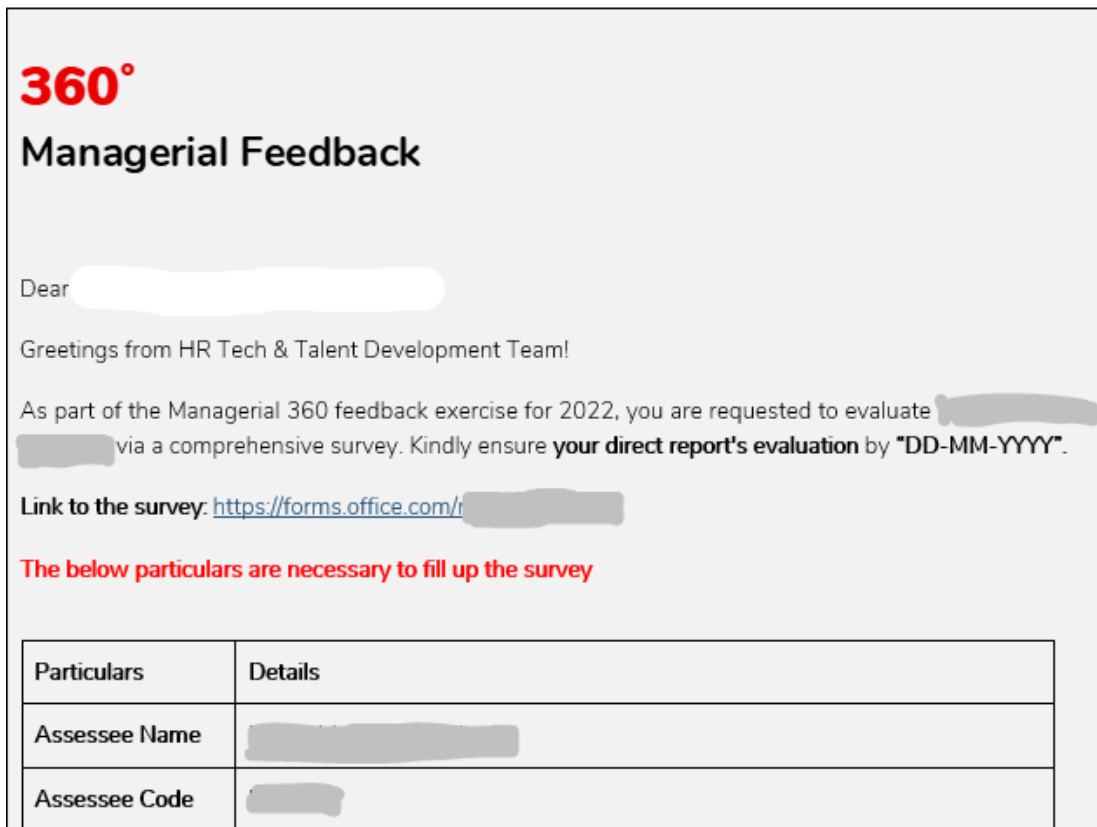
Figure 15: 360 Degree Managerial Feedback email template

3.1.5 Divisional Talent Council

In DTC, all the talents were introduced to the employees as per the divisions. Here, I had to sort out individual employee data as per their divisions via MS PowerPoint. In total there are 10 divisions in Robi.

3.2 Duties and Responsibilities in Employee Learning

In Robi, there are wide ranges of training and learning opportunity for the employees. Throughout the year, the learning and training is planned and maintained very strictly. I had an amazing opportunity to be a part of this operation. There were varieties of tasks in this project that was done by me. They are mentioned to the next page:

3.2.1 Planning Online Learning

As the pandemic had an adverse impact already on the work flow of every company, we all had to shift to the online platform. For this reason, the HR Tech & Talent Development Team made sure that the quality of online learning should be as good as offline learning. Breakdown of the work process is given below:

- Firstly, I have taken the course recommendations from Line Managers of all departments for their employees.
- Secondly I had to find and sort out relevant courses from Coursera, Udemy & LinkedIn Learning since Robi had access to these platforms for their employees.
- Once the sorting was done, the recommended course link with access were sent to the employees via mail.

Figure 16: Online Learning Platforms of Robi

3.2.2 HR4U Troubleshooting

HR4U is the HR Information system of Robi which is accessible by all the internal employees. Employees use this site to issue various requests regarding transportation allowance, medical allowance, payment etc. A survey was done to identify the satisfactory level of employees with the new HRIS. A breakdown of the work process is given below:

- Firstly, the survey was done via Microsoft Forms asking several questions about the quality of each segments of HR4U.

- As I had the feedbacks generated in the excel sheet, I did analysis on the feedbacks and came up with the common problems they were all facing regarding the HRIS.

- Hence, I enlisted all the common and major problems with HRIS system that was sent to the IT team in order to fix it.

3.2.3 Escalation: Enterprise Academy

The business enterprise employees were prioritized in this learning plan. The courses were sent to the employees with access. They were required to complete the courses within a given time. I had to make sure that they were completing their courses within time with constant communication. Moreover, I also solved the issues faced by the employees.

3.2.4 Learning Calendar 2022-2023

Every year, a learning calendar is made by the learning team for all the employees of Robi. This calendar shows the online and offline training events as per their dates. I had the opportunity to make the learning calendar. A breakdown of the work process is given below:

- Firstly, I discussed with my Line Manager about what are the things that should be included in this calendar.

- As per his guidelines, I made the learning calendar by planning the dates one after another so that the learning goes smoothly without any interruption.

- A sample of the learning calendar is given to the next page.
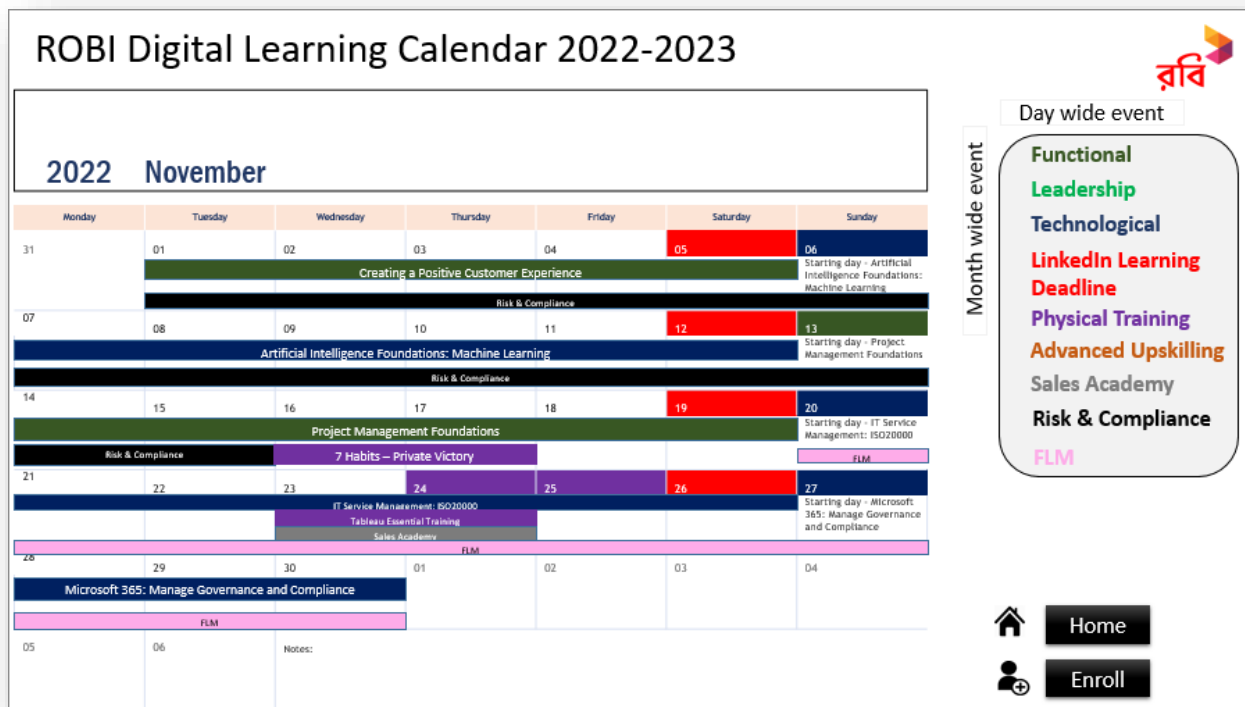
Figure 17: Robi Learning Calendar 2022-2023

3.2.5 Employee Competency Mapping

Employee competency mapping is done for the learning of all the 1300+ employees of Robi. Robi always aspires to stay one step ahead of their competitors. That's why they highly monitor the competency gaps among the employees. By competency mapping, the learning team provides online courses and offline training in order to make them attain the skills they lack. This was one of my biggest works during my internship tenure. A breakdown of the work process is given below:

- A form was sent to all the respective line managers to recommend courses for their employees as per their competency gap.

- I had access to the excel sheet where all the recommendations were recorded.

- Around 5000+ recommendations were given based on courses and I was responsible to analyzing the similar course demands.

- Around 120 courses were demanded by the Line Managers and I sorted the courses from top priority to least.

- Offline learning was initiated for the top priority courses. Rest were set to be learned from online platform.

- With the help of mail merging function of MS Outlook, I have sent 1300+ individual mails at once mentioning their recommended courses and a form link where they will ask for monthly LinkedIn Learning access as per their priority.

- I have constantly communicated with all the employees of Robi from different region in order to cooperate with them if they faced any issue or had any query.

3.3 Skill and Personal Development

During my internship tenure of 4 months, I have learned a lot. I started to enjoy my work and was highly motivated to deliver more. That is why I agreed on extending my contract with Robi a month. I was given a lot of opportunity to grow and develop my skills. My Line Manager constantly helped me to get better at my work and enhance my quality of what I am delivering. The skill and personal development happened that I believe are mentioned below:

- Most of my works were based on excel, I had a great opportunity to develop my excel skills by learning to utilize my time using different formulas and functions to make my work easier.

- I was introduced to MS Outlook and the functionalities were quite new to me. Hence, I got to learn a lot about its functions and usage.

- Over the time, I got to make different contents such as Posters, video editing etc. Hence I have a learned a lot about MS PowerPoint as well.

- On and on, my technical skills were highly developed.

- As I had to constantly communicate with the employees, my speaking skills got significantly better.

- My communication was done with the employees of all level of seniority. Hence, I learned how to communicate with different seniority levels of employees.

- I remain more focused than before

- My time management got better as I tried my best to maintain every deadline very strictly

- Moreover, I have learned how Flagship Talent Management is done in a MNC.

- Furthermore, I have learned significantly about training and development of employees on how to organize everything from the bottom to top.

3.4 Rapport with Supervisor and Co-workers

It would've been very difficult or almost impossible if my Supervisor and co-workers were not co-operative. My supervisor was very cooperative and constantly communicated with me. He gave me instructions and guidelines relevant to work and made me learn from my errors. As a result, I learned better as he always pushed me to find my own mistakes until I got stuck. Not only my supervisor, but also my team members cooperated with me a lot during my internship period. For having such an amazing team, I have enjoyed doing my work a lot. Moreover, all the other employees of Robi were very humble and helped me do my work by providing everything on time. For this reason, I had a very positive relation with every employees of Robi.

3.5 Challenges Faced During Internship

Throughout the internship tenure, I have faced a lots of hardship and challenges. Some of them were minor and some were major. Hardship and difficulties are a part of every journey and my internship was not any exception. Overcoming them was a huge challenge for me. Some of the major challenges are mentioned below:

- Initially, I was facing problems regarding breaking the ice. I was scared of the new environment and new people which was adversely affecting my work quality too.

- It was a great challenge initially to bring back my schedule under a strict routine all of a sudden.

- Traffic Jam was a major factor as I had travel all the way from Dhanmondi to Gulshan by bus. It caused me to arrive late some days.

- Getting familiar with MS Excel, PowerPoint and Outlook the way Robi expects was a big challenge for me.

- Regarding my work, I have faced issues like most of the employee information they have entered were wrong. So I had to get back to them again to get the right information

- Miscommunication happened sometimes which is why I had to redo my work.

3.6 Expectation vs Reality

My expectation regarding the internship was not much. I thought I will not be assigned to major and big projects which may become the reason of limited learning. Moreover, I thought I may have to do very easy and monotonous tasks which may make me demotivated to do my work every day. As I have learned from many people that, Interns in many company are treated very poorly. So I was expecting that to happen.

But in reality, none of that were true. Everything happened beyond my expectations. I was assigned to two of the major projects that HR Tech & Talent Development department does. Through this, I got to learn so many things and I could related everything with my theoretical knowledge which made my work more enjoyable. Furthermore, everyone treated me with lots of respect and love. No one misbehaved with me even if I made any silly mistake. Instead they gave me constructive feedback to do better which eventually turned my work quality to very high. Overall I am very satisfied with the experience I had in Robi-Axiata Ltd.

3.7 Influence of the Internship in my career path

With a double major in HRM and CIM, I have completed my academics. For this reason, I have opportunities open for both sides. During my internship tenure I got to realize that HR is revolving towards Technical side in a very fast pace. Hence, learning database management, data science etc can come handy. My vision is to integrate both my learning of HRM and CIM into one and move towards HR. I believe this can positively impact my career path.

Chapter – 4

Project Part

4.1 Report Origin

I was assigned to the HR Tech & Talent Development department as an intern to coordinate with their major projects. In this report it is said about the effectiveness of Flagship Talent Management & Employee Learning. This report is required for the internship program's successful completion and is a requirement for earning the Bachelor of Business Administration degree offered by the BRAC Business School of BRAC University. All of the chosen students from various colleges are put in various institutions according to their specialties or fields of interest for a 3-month (about 12-week) program in order to gain practical experience that will help them get ready for the future once they finish their bachelor's degree. The students, who are referred to as interns, are expected to complete various tasks in the workplace that are connected to the workplaces they have been placed in. As a result, the assistants are given the chance to learn by contributing to the association through their allotted initiatives and duties.

4.2 Objectives

4.2.1 General Objective

The target associated with its fundamental of this report is to give a gist of effectiveness of Flagship Talent Management & Employee Learning at Robi. Mostly about how Robi manages their talent and provides training for all the employees.

4.2.2 Specific Objective

- Analyzing the significance of the initiatives taken for efficient Flagship Talent Management & Employee Learning

- Analyze the correlation among theoretical and work place knowledge at Robi Axiata Ltd.

- Providing key findings of my internship besides my work.

- Recommendations to raise the effectiveness

4.3 Methodology

This report is written to fulfill a requirement for the BUS-400 course. The opinionated data in this study pertains to the Robi Axiata Constrained Resourcing area of the HR industry. Everything I used to put this report together is both necessary and auxiliary.

Primary Data Source:

- Working experience with the talent management and employee learning team along with the employees of the HR Division
- Personal Encounters & Observations

Secondary Data Source:

- Accessible Information on the company website
- Additional pertinent websites and magazines Publications from BTRC Previous report

4.4 Limitations

As per the Organization:

- Limitations on how much information can be saved and privacy concerns
- Some of the information provided is based on approximations due to confidentiality constraints.
- Due to the substantial workload over the course of the four-month internship program and the extended office hours, time management was a challenge to write this report.
- A lack of comprehension of the many scenario demands

4.5 Literature Review

According to Collings and Mellahi (2009), one of the most popular definitions of talent management, it is the "activities and processes that involve the systematic identification of key positions that differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate the recruitment, selection, and retention of high performing incumbents for these roles" (p. 305).

However, talent management, according to Iles and Chuai (2015), might have unfavorable effects as it may promote inequality and lower productivity. The similar view was expressed by Raghavendran (2013), who said that certain lecturers might not be brilliant, which would make them unmotivated, demoralized, and irritated. Increased turnover and lower productivity may be the outcomes of this situation.

Finding out how using virtual training technology affects the efficacy of employee training and its programs was the aim of Moskaliuk et al. (2013). The study discovered a connection between introducing virtual training into the staff office and improving the standard of the training procedure. The need of developing an integrated virtual training system with pillars that have a high potential for enabling participant engagement in the training process was also emphasized.

Worldwide responses to Simplilearn's poll were received, however the majority (39%) and (41%), respectively, were from workers at American and Indian-based companies. The survey's findings indicate that the pandemic's effects are widespread and protracted. Lockdowns have made it difficult to conduct business in person, thus many companies have turned to developing or expanding their online business strategies. As a result, there is a greater requirement for training in digital skills. (Simplilearn, 2022)

4.5.1 LR Metrics

LR Metrics of efficiency of Flagship Talent Management & Employee Learning is mentioned below:

Table 6: LR Metrics

Citation	Factor	Key Findings
(Collings and Mellahi, 2009)	Knowing about talent management	According to Collings and Mellahi, Creating a talent pool of high-potential and high-performing employees to fill these positions and methodically identifying key roles that contribute in multiple ways to the organization's ongoing competitive advantage are important steps.
(Iles and Chuai, 2015)	Unfavorable effects of Talent Management	According to Iles and Chuai, talent management can bring discrimination among employees which may result in lowering the productivity.
(Moskaliuk et al., 2013)	Emphasizing virtual training	According to Moskaliuk, virtual training must be emphasized as much as the offline training which results in improving the standards of training during pandemic
(Simplilearn, 2022)	Post covid affect in employee learning	According to Simplilearn, requirement for learning digital skills increased as companies started to shift their business model to online after pandemic.

4.5.2 Limitations in Literature Review

It is seen that, most of the articles talked about talent management as per the period before pandemic. Nothing much is said about the post Covid-effect yet. Moreover, the topic of flagship talent management is quite absent.

4.6 Flagship Talent Management Process of Robi-Axiata Ltd.

Firstly, the talented individuals are enlisted first. Then their information are gathered based on what they aspire to achieve, their profile, strengths, weakness etc. This is done to know how well the employee knows themselves and assessments will be done based on that. Then, as per their career aspirations, training programs are planned accordingly for their growth. Based on their aspiration, they are assigned to the relevant tasks so that they feel more motivated towards their work.

4.6.1 Strengths of Flagship Talent Management Process

The HR Tech & Talent Development team is doing great in terms of managing their talents. The strengths of Flagship Talent Management Process is given below:

- The employees are observed very accurately in terms of their work performance
- The attrition percentage is reduced from 14.2% to 4.1% by the last 2 years (Observation)
- Have an attractive compensation structure
- Talent employees remain motivated as they have the opportunity of rotating in different departments for collaboration
- Talent employees are less likely to leave
- Friendly and agile work environment to keep them going

4.6.2 Weakness of Flagship Talent Management Process

Although they are doing great to manage their Talents, there are several dots which are yet to be connected.

- Might demotivate other employees

- The current process is quite lengthy and time consuming

- Wrong information about any employee can create problems

- Wrong interpretation about any employee can cause dissatisfaction

4.7 Employee learning process

Robi is very cautious about their employee learning and does not compromise anything for it. Firstly, a mapping is done based on what the employees need to learn about. For this, the learning team collects suggestions from the employee's respective Line Managers. Then as per their recommendations, the learning team gathers course materials whether it should be done online or offline based on the number of participants. If the number of participants are significantly high, then the learning team arranges offline training facilities for the employees. Offline trainings are mostly conducted by the internal trainers. However, outsourcing for trainers are also done. Again, if the number of participants are lower for the specific topic, then online learning materials are provided such as providing course access in LinkedIn learning, Udemy or Coursera. After sorting out the online courses and offline training for the employees, a learning calendar is made to properly arrange the dates and deadlines of all the events. Then the learning calendar is maintained very strictly. Howver, every employee needs to ask for monthly online platform access in order to finish their courses.

4.7.1 Advantages of Employee Learning Process

- Great opportunity for the employees to expand their knowledge for growth

- Fulfilling sustainable competency gap of the employees

- Attaining new skills can trigger the motivation of the employees significantly

- Enhancing the KSA of the employees can give sustainable competitive advantage

- Employees remain engaged throughout the year

4.7.2 Disadvantages of Employee Learning Process

- Can consume a lot of work time

- Work load increases

- Work-life imbalance

- Too many trainings can be the reason of demotivation

4.8 Effectiveness

During pandemic, most of the organization suffered a lot. Turnover rate increased, unemployment increased and most of the organizations are still clearing their debts. But in case of Robi, we can see that their attrition rate goes down although other companies were going off the roof. Turnover rate decreased significantly. So it is safe to say that, Robi's talent management team is quite effective in terms of keeping their talents from leaving the company.

On the other hand, Employee learning is the reason why Robi's financial figure is still strong. It clearly shows that their employees are capable enough to keep their figures straight when most of the companies were bleeding. Robi hosts many training programs specifically for every departments. Hence, this is bringing great results for them.

So it is safe to say that, the effectiveness of Flagship Talent Management & Employee Learning is very high in Robi.

4.9 Recommendations

Robi is going strong alongside with their competitors. But there's always room for improvement. Few of the suggestions that I have for the Robi HR division is given below:

- Instead of giving out templates to employees for TDP and filling them in the database later on, the employee themselves can fill up their profile in the HRIS. This can reduce the chances of error and save time.

- Restructuring compensation & reward system in order to attract more talents from competitors and keeping the current ones. This can reduce the rate of attrition even further

- Interns don't have access to most of the MS applications. For this reason, it gets tough for the interns to deliver flawlessly. For this reason, Robi should allow their interns to access all the MS Applications.

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