



Training and Development

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Practices in Grameen Phone



Letter Of Transmittal

13th August, 2015

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Sub: Internship Research Report on “Training and Development Practice in GrameenPhone Ltd”.

Dear Madam,

It gives me pleasure to submit the Internship Report on the “**Training and Development Practices in Grameen Phone LTD.**” which is mandatory requirements for the BBA Program of BRAC Business School. It has been a great pleasure for me to have this opportunity to apply my academic knowledge in practical field. My internship was held at Grameen phone Limited, People & Organization Division, HSSE, GP House.

During three months long internship period, I took this report as a chance to present my learning of the procedures and abilities of this job. In addition, the theoretical Knowledge is not worthy unless theory is not applied in the practical field. By collecting information on training, I have been learned and viewed how knowledge can be executed in the practical field and continuously it has been changed and impacted on our decisions.

While preparing this report, I have faced some difficulties, as I am working a renowned company so most of the information is confidential so, availability of information was low. In spite of this, I have tried my best to complete the report properly and to produce a meaningful report on “Training and Development in Grameen Phone Ltd”. It will be highly appreciated if you kindly acknowledge the report, if required, I would be glad to provide you with any clarifications.

Sincerely yours

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BRAC Business School

Acknowledgement

At the very beginning I would like to thank the Almighty for giving me strengths, courage, and opportunity to complete my internship from the leading telecommunication service provider in Bangladesh that is Grameenphone Ltd. It is noted that, this report will not be a productive report without the memorable help, support and assistance of a number of people throughout the preparing period of this report. It is really impossible to express their level of support and unforgettable help in words, never the less, I will definitely try my level best to show my gratefulness towards them.

At first I would like to thank both BRAC Business School of BRAC University and GrameenPhone for giving me this opportunity of completing my internship program and permit me to complete my internship report on training and development practices in GrameenPhone

Now, I would like to give gratitude thanks to my internship supervisor and honorable faculty **Ms. Sohana Wadud Ahmad** Without her guidance and advice it was not possible to complete my internship report. She gave me sufficient time and advice for my report. Whenever I felt any kind of help or confusions while preparing my internship paper, I have found her as my real advisor who was always next to me. In simple words I would not have completed this report without the support and instruction of my honorable teacher.

I would also like to thank to my supervisor **Dr. Tanzila Rumman, Manager of HSSE** she really help me to collect information in several department. Most importantly, I have collected safety related information from **AKM Ashiquel Haque**, safety Manager from HSSE Dept, of GrameenPhone. along with that, I have received information from **Dr. Begum Nurun Nahar**, Senior Executive, HSSE Dept, Grameenphone.

Finally I got a help to complete my internship report from Training manager **Ms. Simin Chowdhury**, People and Organization dept, GrameenPhone.

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Executive Summary

The leading telecom service provider is GrameenPhone which had been started its journey in 1996. After 18 years of operation they are still in number one service provider in terms of network, service and subscriber. I was appointed as intern in HSSE department, People and Organization division of GrameenPhone. During my internship period I have experienced different kinds of challenges, work related problems and find a solutions to overcome this.

My internship report was to highlight the part Training and development of GrameenPhone. Training and Development is a vital issue of Human Resource Management. By practicing Training and Development process, any organization can improve its performance and also activity level. Employee can survive and they have the opportunity to overcome any obstacles.

As a big company they are continuously offer training to the employee to keep them competence in the working environment .even though employee might face difficulties with the schedule of training apart from this, they have categorized different kinds of training which will definitely help them to re shape their skills and competency to survive in the long run.

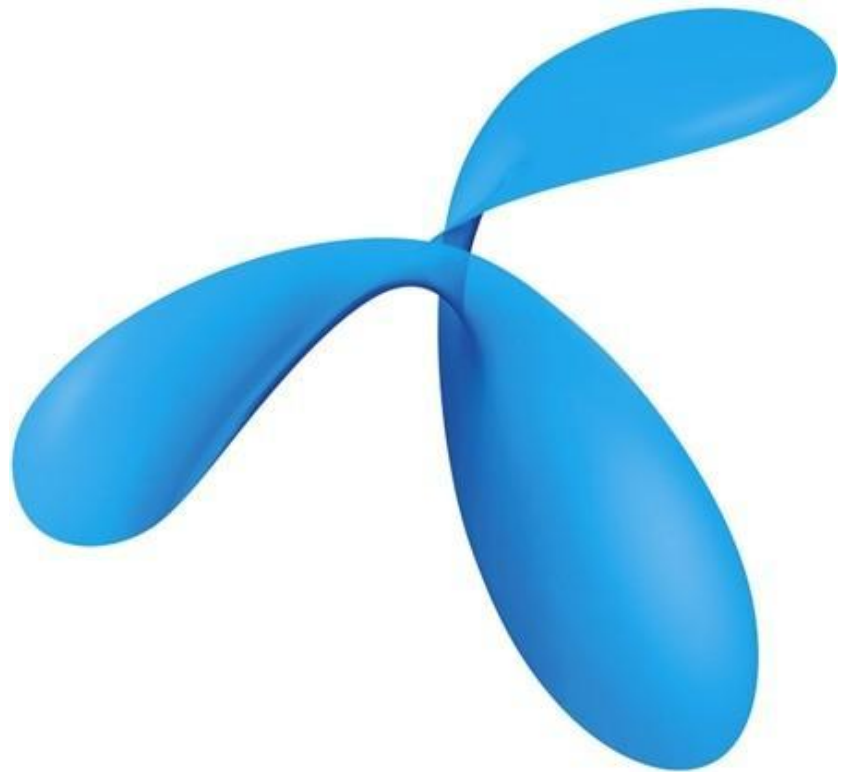
As Grameenphone believes that employee is the asset for the company so they do care and provide all types of training related workshop, seminars just to motivate them.

GrameenPhone thinks that, Training is the part of development and this development can be done by Experience, education and exposure, apart from that functional training, if employees do well in their growth of career they send them to telenor academy to have a unique training from them for the leaders.

Finally I would like to mention that, company will arrange training but it will be successful if the behavior will changed after the training and this will be implemented in the workplace. besides that, there are some area of improvements when GrameenPhone should work then their training process will be flawless in terms of performance

Chapter 1

ABOUT GRAMEENPHONE



Chapter 1: Background of Grameen Phone

The leading telecommunications service provider is Grameen Phone in Bangladesh. It is a joint venture enterprise between Telenor (the largest telecommunications company in Norway) and Grameen Telecom Corporation. A non-profit Sister Concern of microfinance organization and community development bank Grameen Bank. After Eighteen years of operation, Grameen Phone has been reached the 5 Crores subscribers milestone. Related to this, Grameen usually offers innovative, customer centric products and services to delight their customers. Along with that, 64 Districts now powered with 3G connections as result, customer easily get connected and expands their business as a result So Grameen Phone become part of their success stories, customer become a part of Grameen Phone achievements and their reason to go beyond.

Consequently, Grameen do believes that, Telecommunication technology can empower people to bring positive changes in their lives, being an responsible organization, it is necessary to do something for the society, to some extent, Grameen has already launched a nationwide program to Provide free internet to the students combine arranged by BRAC, as we know that our ICT infrastructure is low in rural area due to low internet penetration, lack of awareness and limited access to the information. Recently, Grameen has offer another program that is, “DeyarKhushi” where they asked to submit unused phone For the betterment of the rural people.

One of the focus areas of Corporate Responsibility of Grameenphone is education. Based on that, they proposed a concept of “Online School”. the idea was to reach to the underprivileged and minority population by the means of modern technology. Fortunately The first pilot Online School started in August 2011 with 80 students in Gazipur support is provided by the JAAGO and AGNI.

Grameen phone earned Internal and external employee branding as they are having almost 2200 employees who are actively participate in the culture of “Empower Societies.”

As a consequence, almost 850 employees has been participated in contributing to ‘Internet for All’ through “It’s My Turn” initiative. The idea was to promote “Safe Internet”

and “Internet for All” among the school students of Dhaka, Chittagong, Rajshahi, Sylhet, Khulna, Barisal and Bogra. Enthusiastic Grameenphone employees spared their personal time to educate school students on the benefits of internet.

According to the census from 2008, there are 15,183,183* farmer families are living in the country. Therefore, the future of sustainable agricultural growth in Bangladesh depends on the performance of crops productivity by farmers. Unfortunately, farmers are not getting proper access to the market, as a result they are deprived of what they deserve. In addition, they might face different kinds of problems, that can also be solved by e-Krishok an innovative tool to solve their problems. This program is launched by Grameen Phone in association with the Bangladesh Institute of ICT in Development (BIID) and Department of Agricultural Extension (DAE).

Furthermore, we are living at the age of digitalization, where customer demand has been increasing for mobile broadband services. As a consequence, the telecom industry will definitely experience continued growth both in energy usage and CO2 emissions. To reduce global warming, GP has taken a number of initiatives like introduction of green base stations, swapping of air conditioners with DC ventilation fans, and modernization of entire network which helped reduce carbon footprint significantly over the years.

GrameenPhone thinks that, to take any initiatives at first change ourselves to “Inspiring Others” GP House, has also become a magnificent model of true green architecture in the country. Before inspiring subscribers, GP had been started their GP House a culture of Paperless and open desk culture, where employees will be habituated to consume less paper compared to other organizations. In 2014, being a socially responsible company, a total of 656 base station sites are running on solar power. In addition, GP always encouraged to have a healthy balanced life, to be healthy they promote and inspire cycling for the GP Employee. Along with that, to reduce electricity usage, they introduced and used innovative power generator solutions.

1.2 History of Grameen phone

The idea was originally conceived by IqbalQuadir to provide universal mobile phone access throughout Bangladesh, including its rural areas. He was inspired by the Grameen Bank microcredit model and envisioned a business model where a cell phone can serve as a source of income. After leaving his job as an investment banker in the United States, Quadir traveled back to Bangladesh, after meeting and successfully raising money from New York-based investor and philanthropist Joshua Mailman, and worked for three years gaining support from various organizations including Nobel Peace Prize laureate Muhammad Yunus of Grameen Bank and the Norwegian telephone company, Telenor.^[10] He was finally successful in forming a consortium with Telenor and Grameen Bank to establish Grameenphone. Quadir remained a shareholder of Grameenphone until 2004.

Grameenphone received a license for cellular phone operation in Bangladesh from the Ministry of Posts and Telecommunications on November 28, 1996. Grameenphone started operations on March 26, 1997, the Independence Day in Bangladesh.

Grameenphone originally offered a mobile-to-mobile connectivity (widely known as GP-GP connection), which created a lot of enthusiasm among the users. It became the first operator to reach the million subscriber milestone as well as ten million subscriber milestones in Bangladesh

1.3 Milestone of Grameen phone in Bangladesh

The journey of this peak hill is not the easy task; there were too many difficulties on the path of the journey. As Grameen Phone believes in “we are here to help you” so no matter where is the difficulties, we will definitely reached the success of our dream

History and Milestones:

- 🔹 **November 28, 1996:** Grameenphone was offered a cellular license in Bangladesh by the Ministry of Posts and Telecommunications.
- 🔹 **March 26, 1997:** Grameenphone launched its service on the Independence Day of Bangladesh.

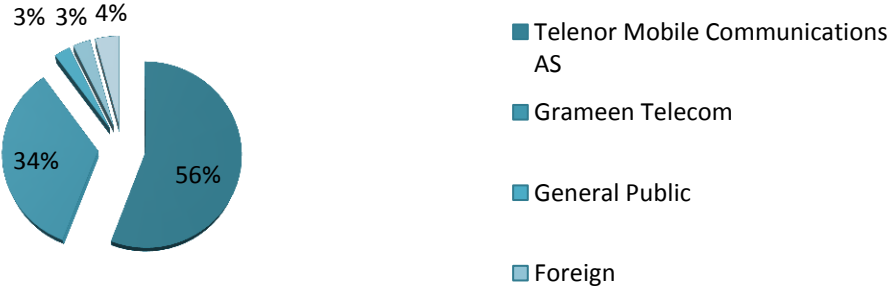
- ❖ **June 1998:** GP started its services in the port city of Chittagong, the second largest city in the country. Cell to cell coverage in the DhakaChittagong corridor also enabled GP to introduce its service in a number of other districts along the way.
- ❖ **September 1999:** GP started its service in the industrial city of Khulna. Once again, a number of other districts came under coverage of GP because of the cell to cell coverage between Dhaka and Khulna. Earlier in September 1999, it introduced the EASY prepaid service in the local market. It also introduced the Voice Mail Service (VMS) and the Short Message Service (SMS) and other Value Added Services (VAS).
- ❖ **June 2000:** Grameenphone started its services in Sylhet, Barisal and Rajshahi, bringing all six divisional headquarters under the coverage of its network. The service in Barisal region was started after the microwave link between Khulna and Chittagong was completed.
- ❖ **August 2003:** After six years of operation, Grameenphone has more than one million subscribers.
- ❖ **November 2005:** Grameenphone continues to being the largest mobile phone operator of Bangladesh with more than 5 million subscribers.
- ❖ **November 16, 2006:** After almost 10 years of operation, Grameenphone has over 10 million subscribers. Grameenphone has built one of the most extensive infrastructures of Bangladesh and is a major contributor to the development of the national economy.
- ❖ **December 31, 2007:** Grameenphone is one of the largest private sector investments in the country with an accumulated investment of USD \$1.7 billion up to December 2007. Grameenphone is also one the largest taxpayers in the country, having contributed nearly BDT 5000 Crore in direct and indirect taxes to the Government Exchequer over the years of which is amount, BDT 1670 Crore was paid in 2005 alone.
- ❖ **2008:** Introduced BlackBerry Service; commissioned brand positioning & launched ‘Stay Close’ & ‘Customer Care Campaign’ and reached 20 million subscribers.
- ❖ **2009:** Listed on Dhaka Stock Exchange Ltd. and Chittagong Stock Exchange Ltd.; launched internet modem, special Olympic Regional Talent Hunt, Stay Green Campaign, Internet Package P5 & P6, Grameenphone branded handset & studyline also reached 21 million subscribers

- ❖ **2010:** Launched new tariff plan, ‘MobiCash’ financial service brand, Ekota for SME, Baadhon package and mobile application development contest & network campaign; reached 29.97 million subscribers.
- ❖ **2011:** Launched ‘My zone’- location based discount on usage, Micro SIM cards for iPhone, Spondon Package with 1-sec pulse; Grameenphone branded handset (C200, QWERTY handset ‘Q100’ and Android handset ‘Crystal’), Customer Experience Lab, eCare solution; Completed swapping of 7,272 nos. of BTS; Reached 36.5 Million Subscribers.
- ❖ **2012:** Awarded license for 2G operation for 15 years effective from November 2011; two new affordable packages ‘Amontron’ and ‘Nishchinto’ were launched, 10-second pulse was introduced for all products including helplines; A GP App was launched to facilitate mobile self service; Reached 40.02 million Subscribers.
- ❖ **January, 2013:** Successfully Deploys Oracle Communications Network Resource Management Solution to Transform Inventory Operations.
- ❖ **2014 Mar** Fastest coverage of 3G network across all 64 districts of Bangladesh
- ❖ **2014 Oct** Celebrated 50 million subscribers

1.4 The shareholder structure of Grameen phone

The leading telecommunications service provider in Bangladesh is GrameenPhone. It has 51.50 million subscribers along with 39 thousand shareholders as of December 2014, after eighteen years of operation. According to the financial report (2014) the shareholding structure comprises of mainly two sponsor Shareholders namely Telenor Mobile Communications AS (55.80%) and Grameen Telecom (34.20%). The rest 10.00% shareholding includes General Public (2.81%), Foreign (3.06%) and Other Institutions (4.13%) as on 31 December 2014.

Shareholders Structure of Grameen Phone(2014)



1.5 Vision, mission & values

Empower Societies

Vision

We provide the power of digital communication, enabling everyone to improve their lives, build societies and secure a better future for all.

We are here to help our customers

We exist to help our customers get the full benefit of being connected. Our success is measured by how passionately they promote

Mission

Values

Make it Easy

Everything we produce should be easy to understand and use. We should always remember that we try to make customers' lives easier.

Keep Promises

Everything we do should work perfectly. If it doesn't, we're there to put things right. We're about delivery, not over-promising. We're about actions, not words.

Be Inspiring

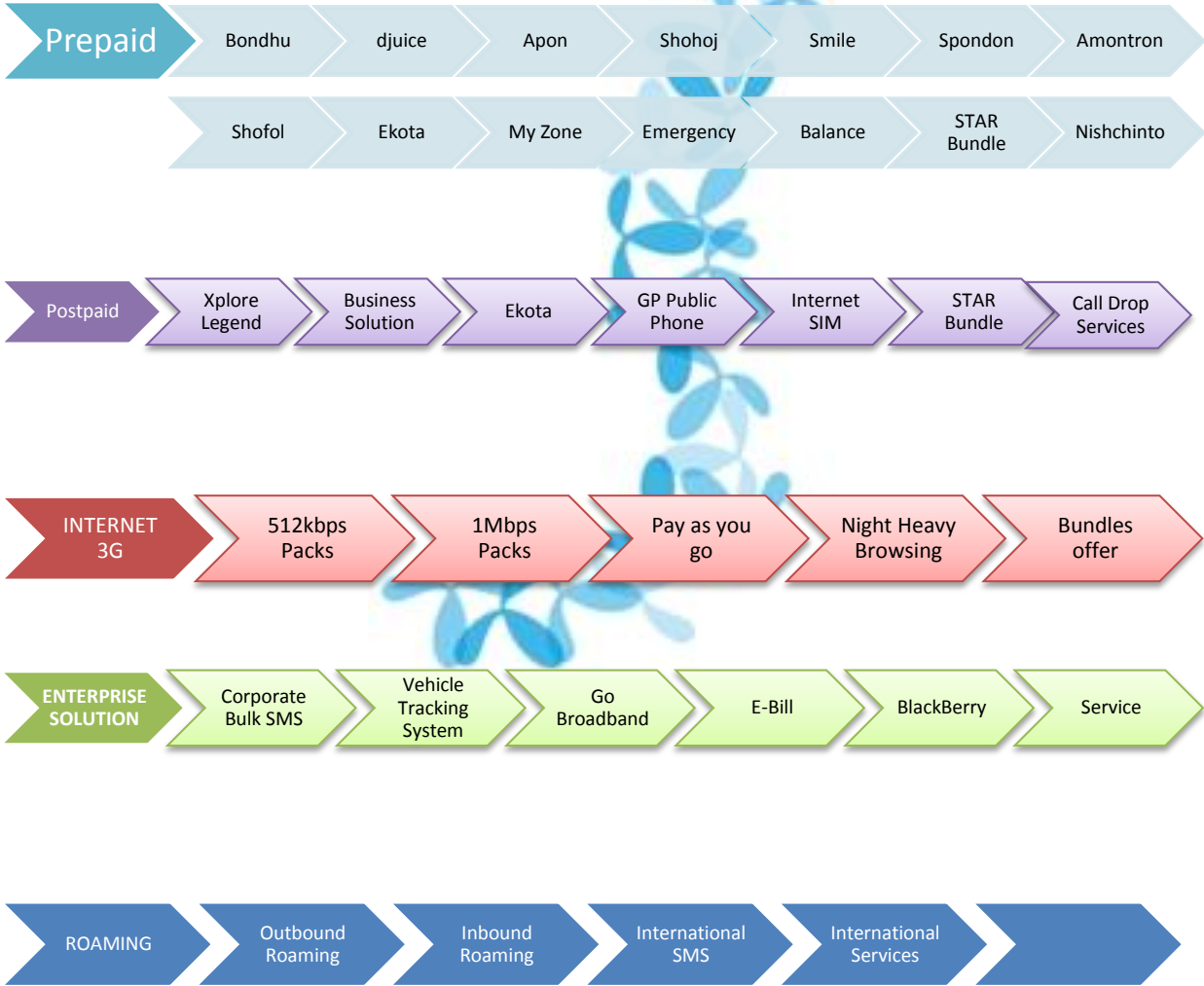
We're creative. We bring energy and imagination to our work. Everything we produce should look fresh and modern.

Be Respectful

We acknowledge and respect local cultures. We want to be a part of local communities wherever we operate. We want to help customers with their specific needs in a way that suits way of their life best.

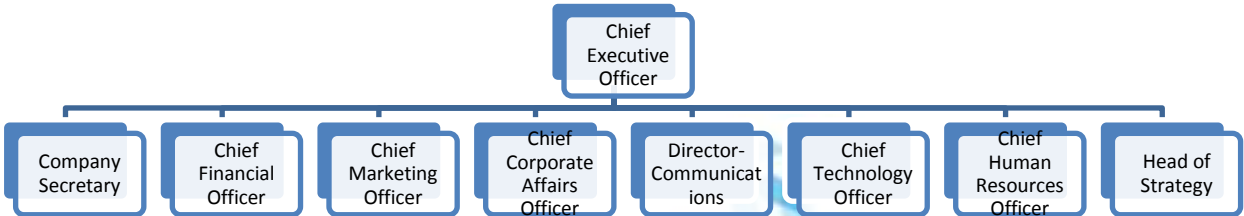
1.6 Product and services of GrameenPhone

After 18 years of operation, still GrameenPhone have become the largest mobile Operator in terms of subscriber and revenue. Due to their strong network and services customer have become delighted as a result they are having more than 51. Million subscriber which is a great millstone for the GrameenPhone. Thought, GrameenPhone offers Best service towards their employee, depending on the usage, necessity on the product requirements, GrameenPhone offers varieties of product that match the customer demand. As a result, customer can choose their desired services from the list of services proffered by the Grameen Phone.



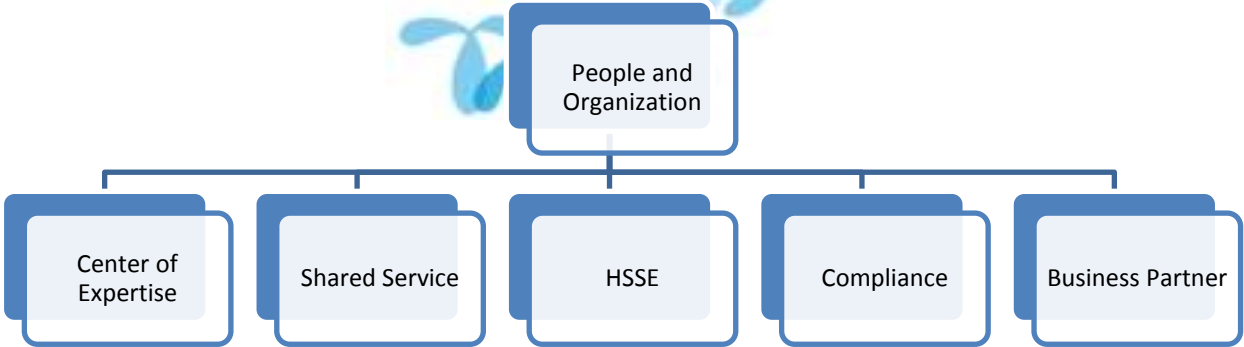
1.7 Organizational structure Of Grameen Phone

As mentioned this is a joint venture between Grameen and Telenor and Grameen believes on 'Make it easy' which is one of the values, so Grameen basically tries to eliminate layers to make decisions quick and easily. This is the divisional structure which is followed in GrameenPhone.



1.8 People and Organization structure of Grameen Phone

Grameenphone (GP) believes that good corporate governance is the backbone of an upright business entity. Accordingly, GP emphasizes on stronger diligence to business, all operations being transparent and invites larger involvement of the employee, as we know that, HR Department plays a great role in any organization and the name of HR Department is P&O (People and Organization). This division can be divided by five departments. That is,



Scope of work at a glance in P & O

- ❖ Drive a strategic HR mandate and build a high performance organization.
- ❖ Develop and deploy the HR Strategy and annual functional plan in line with overall business plan & strategy.
- ❖ Drive targeted initiatives to ensure effective attraction, development and retention of business critical talents.
- ❖ Reinforce GP WAY and Drive organization change & cultural transformation initiatives.
- ❖ Develop, maintain and implement strategies,
- ❖ Monitor Health and safety issues related to work environment.
- ❖ Handling compliance issues on different areas.
- ❖ Provide facilities such as transport, food, arrangements etc

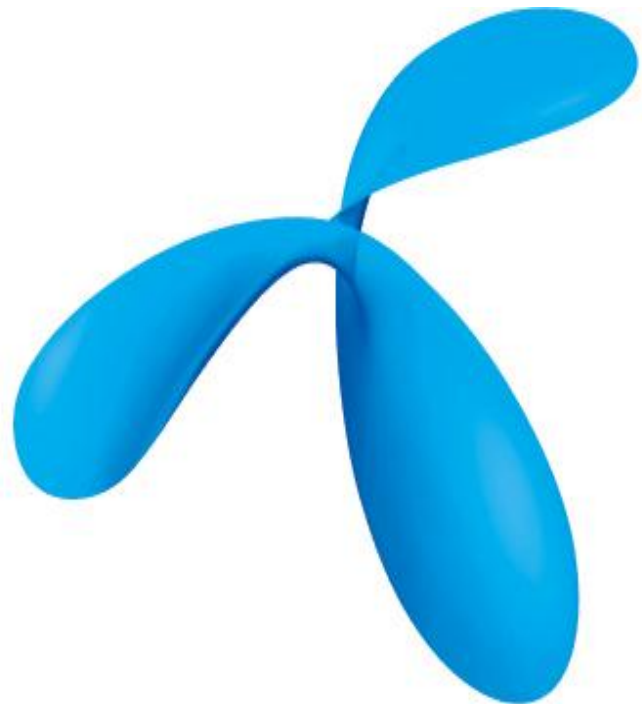
1.9 GrameenPhone Awards'14

Grameenphone won a number of prestigious awards in 2014. Wining such wonderful achievements is our commitment towards transparency, accountability and hard work. We dedicate these achievements to our Customers, Shareholders, Regulators, Employees and other Stakeholders. This is not the end of our journey, but recognition of the continuing efforts.

- ❖ Best Presented Annual Report 2013
- ❖ GSMA Green Mobile Award 2014
- ❖ CSR Award 2014
- ❖ Best Brand Award 2014

Chapter 2

NATURE OF THE JOB



Chapter 2: Description of the Job

2.1 The Function of HSSE (Health Safety Security and Environment)

Being a responsible employer, Grameenphone ensures international standards of occupational health, safety, security and environment coordinate with principles of Telenor and laws of land with the following commitment. To create, execute and retain a sustainable culture of health, safety and environment in GP and value chains through an integrated HSSE Management system approach.

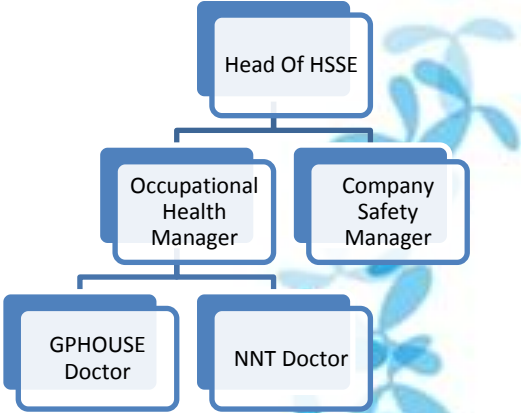
- ❖ Ensure a safe working environment which will gradually enhance productivity, efficiency, effectiveness and maintain a compliant working environment of the Business Partner(s), directly working with Grameenphone
- ❖ to minimize occupational injuries and diseases, Create awareness among the employees
- ❖ Minimize the impact of Grameenphone operation on the environment

Health and Safety related activities at Grameenphone aim at:

- ❖ Maintaining and monitoring of all physical and psychological factors at work to ensure a HSSE compliant working environment
- ❖ Try to minimize work related hazards that may affect the employees' health
- ❖ Minimizing work-related hazards, injuries, accidents/ incidents to Ensuring safety and security of all members of Grameenphone
- ❖ Provide occupational health related information and support to employees to enable them in taking appropriate measures
- ❖ Ensuring that HSSE management system is in place for continuous monitoring and improvement on HSSE,

- Ensuring that all employees understand HSSE policies and procedures and act responsibly, both for individual well-being and safety at work

2.2 HSSE Organogram



2.1.1 Strategies of HSSE



Caring for People

- Promote good health
- Ensure safe working conditions



Caring for Environment

- Use less energy
- Reduce waste



Caring for Business

- Increased HSSE awareness and attention will lead to

2.1.2 Three main goals

- No serious injuries or death
- No serious Pollution of the Environment
- No Breach of Human rights

2.1.3 Health: as a unique service

- HSSE Emergency Hotline Service
- HSSE Health protocol support
- Professional opinion for P&O activities
- Special Emergency service
- Contribute to the Society and other organizations as a responsible corporate body

2.3 Job description

Being an intern of HSSE , my responsibility was to monitor the safety issues in the dept and analysis the reports and solutions, sometimes I need to done repot and feedback analysis just to ensure that principals that followed by the HSSE should be maintained by the GP employee and fulfill the goals of the Grameen Phone .

- ✓ Executive Health Check up data analysis and promoting healthy life style
- ✓ Employee awareness and training on Health, Safety and Ergonomics
- ✓ HSSE risk assessment, accident/incident investigation & mitigation plan, HSSE Audit/ Inspection
- ✓ Planning and arranging different kinds of training sessions, workshop, and seminars just to ensure that employee are leading a healthy life.
- ✓ Budget Analysis and forecast, event organizer, organizing meeting with different vendors and suppliers and make a good liaison with them.

2.4 Specific responsibility

1. **Organize training, workshop, seminars:** as HSSE always related to the safety and security for their employee so it is important to know that, are the employee having healthy life or not. Tokeep them healthy, we arrange proper training, my responsibility was to coordinate

with the employee according to the safety and security issue, as employee health is more important than any asset for the Grameen Phone.

✦ **Induction training for Call Centre agent:** I do participate in the induction training process of Call centre agent where, our departmental member gives training on Health and Safety issues. My responsibility is to ensure that all the presence of all the participants.

✓ Ergonomics Training: become a active participants in this training sessions where employee will learn different types of good habits that, can help them to avoid Back pain etc.

✓ Occupational Health Safety training: for completing day to day activities employee might faces different kinds of risk which is related to the occupational health. So our department will look after that all the employee are maintaining safety precautions to have a healthy secure life as we are maintain our values “keep Promises:” so we are committed that, we will definitely look after employee security first at any cost.

2. **Data collection:** My day to day activity is to collect data from different source to have a valid bulk of data which will definitely help to prepare the report. Furthermore, every day, employee send their sick leave application, executive health checkup report from the vendors, after that I have complied all the data and categorized according to the requirements from the supervisor

3. **Report analysis:** To reach any final decision, it is important to know the real scenarios of the fact, for that reason, I am supposed to do analysis of the data and make prepared the report for the weekly meeting,

✦ **Executive Health Checkup :** As I mentioned Grameen Phone always care for the employee to “ Make it Easy” they do Executive Health checkup for the all permanent employee once in two year. Depending on the health result, they do and categorized their risk factors and addressed them for training to maintain a healthy life. My part is

to show the improvement regarding the health of the employee in a statistical way and finding the areas of Improvement.

✦ **Sick Leave Analysis:**Grameen has 14 days sick leave and 25 days of annual and casual leave . Sometimes employee can avail more sickleaves depending on the diseases. My responsibilities was to collect all the sick leave information that has to be resolved by a respected doctor and represented it such a way so that higher authority can easily understand

- ✓ How many extended sick leave availed in each department
- ✓ Frequency of sick leave applied by employee
- ✓ How quickly problem has been solved
- ✓ under which supervisor sick leave has more availed

4. **Documentation and presentation :** Every month , we do have board meeting and every week we have to arrange the weekly meeting just to check and modify whether we are having in the right path or not . Through this evaluation we can easily change our plan or stick on the plan. It has mentioned before that, at the beginning of the year, we do have some mission for this department. According to the mission we set our goals or activity based on quarterly . so each weekly meeting we do check, to accomplished our mission, what are the steps necessary

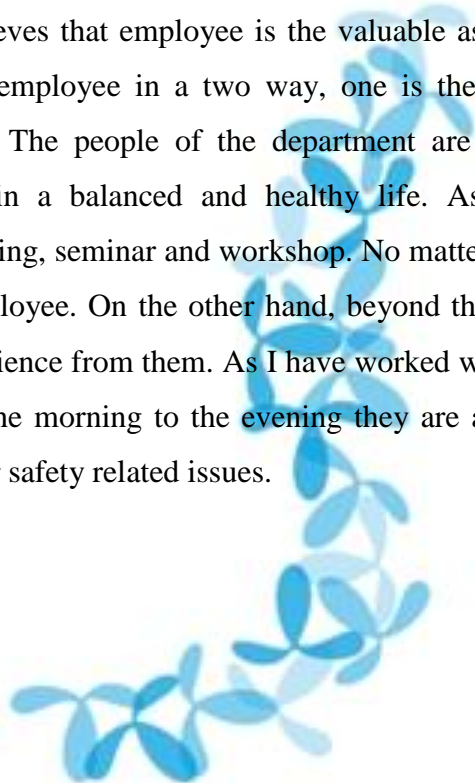
5. **Writing article:** as I mentioned earlier that, employee safety and security is more important than asset, as a result, usually monthly basis, we write a article based on the current health issue or safety related issue regarding present circumstances, Which has been published in the WOW page for the employee.

6. **Budget analysis:** each year, each department has to submit their budget, as we are involve with awareness program and training, workshop regarding, health and safety issues, so we need to have a budget. As a big company, Grameen do strategic planning, to support that planning we do have five year strategic plan and analysis and keep record that we are in a right path or not.

- Gym Report Analysis:** to maintain a healthy life, GrameenPhone have a enrich Gym facilities for the employees. During the schedule time employees are allow to have a gymsfacilities. During the awareness program we encourage them to come and have exercise after one month we do analysis the rate of attending employee.

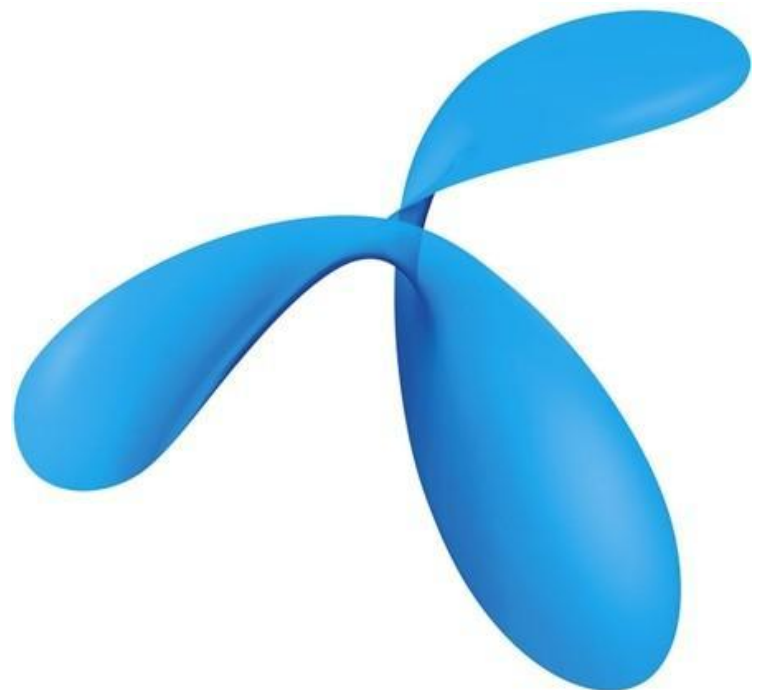
2.5 Critical Observation:

My critical observation is , in this organization, department is doing extremely well . as per my observation, grameen do believes that employee is the valuable asset for the company, so they are basically taking care of employee in a two way, one is the ensure healthy benefits and another reduce risk hazards. The people of the department are continuously keep trying to encourage people to maintain a balanced and healthy life. As a result they continuously arrangedifferent kinds of training, seminar and workshop. No matter, what is the time is, they are always ready to help the employee. On the other hand, beyond the imagination, employees are getting good behavior and patience from them. As I have worked with them actively, I have seen from the very beginning of the morning to the evening they are always consult with others to know and solve their health or safety related issues.



Chapter 3

DESCRIPTION OF THE PROJECT



Chapter3:Introduction

3.1 Origin of the report

The fundamental reason of this study is to become familiar with the corporate world and to acquire practical knowledge in the context of Bangladesh perspective. In addition, Internship Program of BRAC University is a mandatory requirement for the BBA students to be graduated to provide business students an orientation to a real life business situation in which we can observe and evaluate the use and applicability of the theoretical concepts which were taught in the classrooms. . This report is assigned by the institutional advisor and organizational supervisor to put my learning on a particular topic, this report is prepared on people & organization department of Grameenphone Limited, based on learning and practical knowledge gathered in during this three months.

3.2 Main topic of Internship report

My internship topic is **“Training and Development Practices in Grameen Phone”**

Throughout my internship report, I would like to focus not only the training sectors but also the various processes and practices which are followed by the Grameen Phone for the betterment of the employees. As we know, theoretical knowledge is not enough to acquire proper knowledge regarding Training and development. This study aim is to developed and interconnected the theoretical concepts with the practical sectors to realize the actual scenarios of working place. Additional to this however, this report will be helpful to understand about training and development practice in practically.

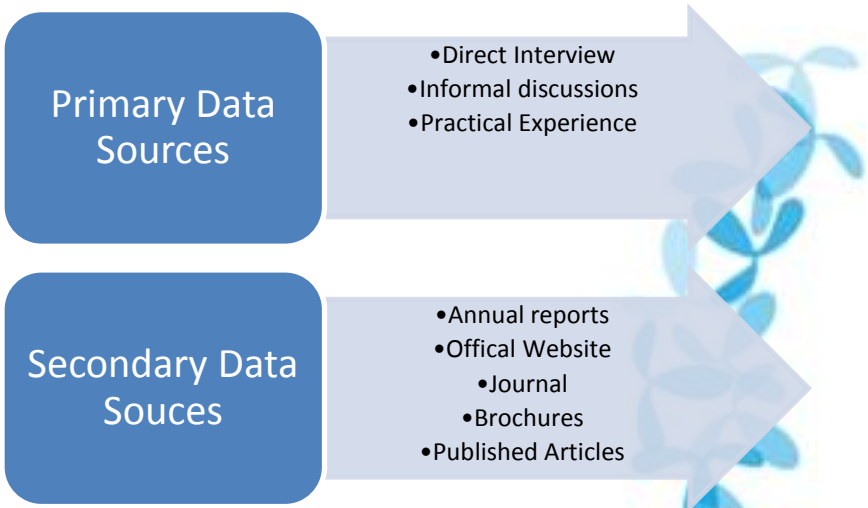
3.3 Objectives of the study

The main Objectives of this report are as follows:

- ❖ To discuss about the present Telecommunication condition in our country
- ❖ To acquire some practical experience this will be helpful in the future.
- ❖ To learn about the functions of different divisions inGrameenPhone .
- ❖ To get knowledge about the Training and Development practically practice on Grameen Phone
- ❖ To demonstrate the experience of internship program at Grameen Phone
- ❖ To fulfill the requirement of ending activities of Bachelors of Business Administration

3.4 Methodology of the study

The result of the study data and information have been collected from the both the sources Primary and secondary sources In order to make the report more meaningful and presentable. Considering the present finding, this report is based on descriptive business reach where, information has been collected through different sources to make a constructive output on Training and Development.



3.5 Scope of the Study:

the result of the study do not contain any confidential information as a result the scope of the discussion is limited, apart from that, it is consider that the whole topic Training and Development is related to the telecommunication sectors in Grameen phone so it is partially support only training and development of the telecom sectors. Apart from that, I have discussed the topics related to the profile of the organization, Human Resources activities and Financial Statement of Grameen phone Ltd

3.6 Limitations

- ❖ The company does not have sufficient source of secondary data and collecting of data was not smooth.
- ❖ Analyzing financial data is much more confusing and complicated than any other data.
- ❖ It was really difficult for me to accumulate confidential data.

3.7 Training and development

Training is the acquisition of knowledge, skills and competencies as a result of teaching. Development teaches how to become more productive and effective at work and at the company. In other words, training provides the skill and development maximizes it.

When we invest money in developing our employees, we are helping them use their existing skills and our company resources to perform better. The best development programs give employees the opportunity to discover things that they would have never discovered in their day-to-day work.

Training = Teaching New Skills
Development = Perfecting Existing Skills

According to the Thomas N. Garavan, Bridie Barnicle, Noreen Heraty, (1993) Intraining and development (T&D), it is helpful for competencies to focus on knowledge, skills and/or abilities. But neither the field of T&D, nor competency within the field, is static.

3.8 Literature review

The research presented in this paper represents a preliminary investigation of importance of changing perception regarding on trainer can no longer rely solely on provision of the task-related management training; rather they are expected to become familiar with people, self and career development skills and expertise. Along with that, trainers are expected to obtain relevant skills and expertise which allow them to empower the trainees to transfer knowledge skills, values, attitudes and behavior to the workplace.(Analoui, 1994)

Related to this, Glenn E. Sumners, Richard A. Roy, Thomas A. Gavin, (1991) had mentioned a methodology for developing a training programme responsive to the expanding scope of internal audit functions is presented. This Study established that, a training development cycle, of which an individual career record is an integral point to enable the internal audit function to adapt to the constant state of change

The authors go on to suggest that just like , The Industrial Training Service thus has been one of the links between the realities of day-to-day work carried out in organizations, furthermore this study suggest that and the thinking at national level, which guides the policies and practices of training and human resource development. JAG Jones,(1980)

This idea provided by David Robotham, (2003) The article proposes a means for optimizing the effectiveness of training through a framework developed from two complementary areas; learning theory and competence..

Most research has sought on a basis of research and literature review, Smith, in 2001, suggested a model depending on the development of preparedness of learners and their workplaces to support the flexible delivery of training in enterprises. Using the model as a framework, he then developed a detailed set of strategies that may be used in operating workplaces to develop learners and workplaces for effective flexible delivery Peter J. Smith, Ian Robertson, Lyn Wakefield, (2002)

Related to this ,David Robotham, (2003) highlighted the fact that, to improve learning ability requires more than simply seeking to develop study skills. Existing evidence suggested that, Effective learning involves the development of deeper learning abilities such as critical thinking and identifying the links between different bodies of knowledge.

Reviews some of the literature on power and influence as it relates to the training and development function. Based on the Highlights a number of difficulties that confront the training and development function in using power and influence successfully in organizations.. Thomas N. Garavan, Bridie Barnicle, Noreen Heraty, (1993)

A argument could be made that, the need for evaluation of management training and development. Distinguishes between single-loop learning (monitoring) and double-loop learning

(evaluation).Furthermore also depicts the concept with a questions take us back to basic objectives and the fundamental differences between training and development. Christopher Rowe, (1996)

This article aims to outline the theoretical perspectives of international training and development and examine how theoretical frameworks have been implemented by practitioners. There appears to be a considerable gap between academic theories and multinational enterprises' (MNEs') practices. JieShen, (2005)

a variety of education, training and development activities and the usefulness and impact of such activities are participated by professional women's participation . Managerial women rated developmental relationships (sponsors, mentors) most useful, though these activities were not commonly available to them. Ronald J. Burke, Carol A. McKeen, (1994)

It is noted that only the study of Training should be bite-sized and incorporate real situations, coaching and feedback. Andy Preston, (2009)

Organizations find it increasingly difficult to stay competitive in today's global economy. Most research sought that, in the workplace are using benchmarking, competency, competency models, and competency studies to help make human resource decisions, such as hiring, training, and promotions by Leaders. Zane Berge, Marie de Verneil, Nancy Berge, Linda Davis, Donna Smith, (2002)

3.9 Importance of Training and Development

↳ Finding areas of improvement of employees

Training requires to strengthening workers skills and competency by reducing weakness of the employees. Most workers have certain area of improvement in their workplace, which hinder them from reaching their desired goals. A well organized development program helps employees increase skills and competency, thus bringing them all to a higher uniform level.

Increased productivity

Through training and development the employee acquires all the knowledge, skills and attitude needed in their job activities. Workers can perform at a faster rate and with efficiency thus increasing overall productivity of the company. They also gain new tactics of overcoming challenges when they face them.

Improvement in workers performance

A properly trained employee becomes more structured and confidence about procedures for various tasks. The employer confidence can be boosted by training and development. This confidence comes from the fact that the employee is fully aware and prepared for the his/her roles and responsibilities. It helps the worker carry out the duties in better way and execute new plan and ideas to incorporate in the job duties daily.

Uniformity in duty performance

A well structured training and development program gives the workers same access to the knowledge and experience. Consistency is very important when it comes to an organizations or company's procedures and policies. This mostly includes administrative procedures and ethics during execution of duty.

IV. Ensuring worker satisfaction

Training and development makes the employee also feel satisfied what role they are playing in the company or organization. Training and development motivates employee to feel secure and privileged as employer offer them to increase their skills and ability, in terms of actual skills and ability.

VII. Reduced cost

Training and development help with optimal utilization of resources in a company. There is no wastage of resources, which may cause extra expenses. and also, after this training and development employee become more sufficient which gradually increase their productivity.

Awareness training like Accidentsis also reduced during working. All the machines and resources are used economically, reducing expenditure and maintain safely.

Improving quality of workforce

Training and development programs can help by the workforce of organization in improving the quality of work produced. Mostly, training is given in a specific area like finance, marketing or HR, which helps in improving the quality of work in that particular area. In some extent, training can be provided for the entire employee also on different issues as well.

Facilities of induction training

Now days, after joining any organization, it is required to know the organization, working environment and so on. So these kinds of training sessions help them to realize that, we have become part of this organization

Connecting the gap between planning and implementation

It helps organizations to easily achieve their targets and goals what they actually planned for. After analysis the employee actual performance or find their area of improvement I t really necessary to make them proper their goal eligible to reach Employees know their job better and they deliver the quality performance according to needs of top management. That's why organizations can easily implement their plans.

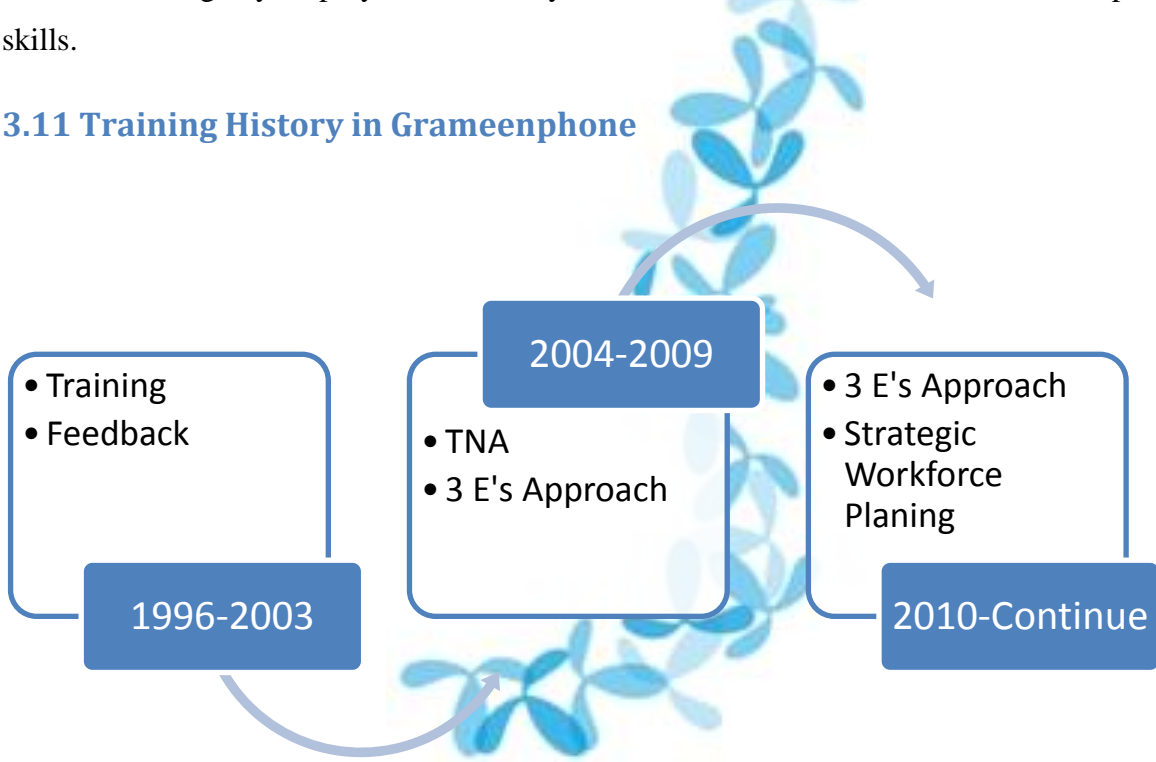
Health and safety measures

Training and development program clearly identifies and teaches employees about the different risk involved in their job, the different problems that can arise and how to prevent such problems. This helps to improve the health and safety measures in the company.

3.10 Training and development practices in GrameenPhone

GrameenPhone basically do not believe in training, rather than they believes on competency, that is specific skills depending on their nature of job duties. During the requirement process ,a applicant will be justify based on 7 competencies such as leadership power, influence power, ability to manage project etc competency that is the basic fundamental requirement for all types of job. On the other hand some sort of job which is related to the particular department so finally, before recruiting any employee it necessary to have a two kinds of skills, basic and departmental skills.

3.11 Training History in Grameenphone



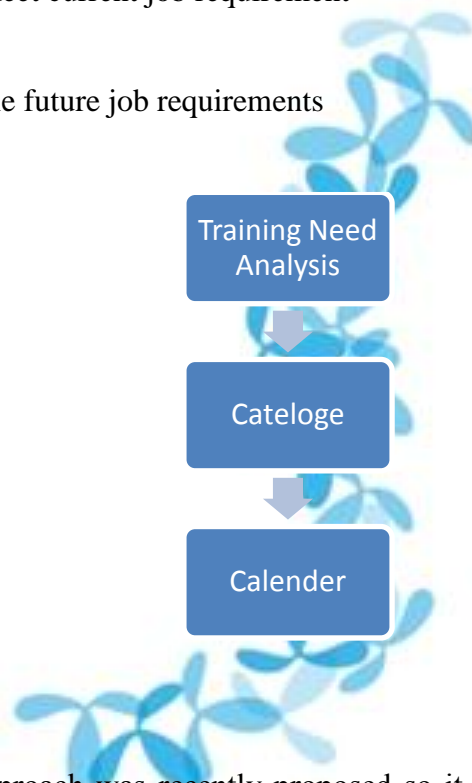
From the beginning of the company, 1996-2003, Grameen phone used to the idea of training was not that much organized at the beginning of the company, Grameen Phone used to focus on the expansions of the business so they do the traditional training process just to run their business rather than, improvement, as a result, they have realized that during this, six years of operation, Grameenphone has reached more than one million subscribers. So they need customer satisfaction to retain and attract more customer, that require proper training of the

employee. So they just move from the traditional training process to the standard process of Training Need Analysis.

From 2004 -2009,GrameenPhone Does Training Need Analysis, with the help of HRIS where all the information keep recorded and according to that they just categorize their information. In addition, Grameen phone has a Structured format of , What types of skills required for the particular job, and depending on the job criteria, they had prepared their employee to face the challenges there is basically two reasons for this training,

✓ To make employees meet current job requirement

✓ To prepare them for the future job requirements



At that time 3E's Approach was recently proposed so it was not implemented on that time. Rather than, they were more focused on the Training Need Analysis.According to the David Ulrich, ROI(Return On Investment) on training is only 18% and this learning will stay only 11 days which was a shocking statistics so From 2010 they shifted to the, strategic workforce planning to have a structured training process for the employee.

3.12 Training process in Grameen Phone

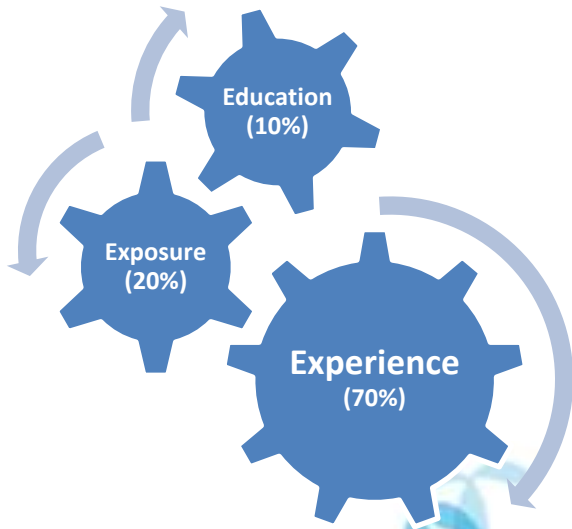
Detail activity of the GrameenPhone training process is Individual will send a training request to the supervisor or line manager ,supervisor will analysis it whether he needs the training or not after that this request will send to the co-coordinator to enlisted his/her name in the training category, then it will be circulated though business partner by ainternal communication process so everyone will know and get update whether training schedule, trainer or anything has been changed or remain same .after that, this training sessions will be arranged by the employees of the shared services with the help of necessary arrangement.

3.13 Trainer in GrameenPhone

GrameenPhone always ensure that employee will get the best output from the training so they do offer best trainer for them who can make them understand and prepared for the future and develop their skills. In addition, GrameenPhone have pool of trainer among them they choose their best trainer . trainer can be from in-House trainer from GP House or select trainer from the outside as well.it is basically depends on the requirement of the training materials.

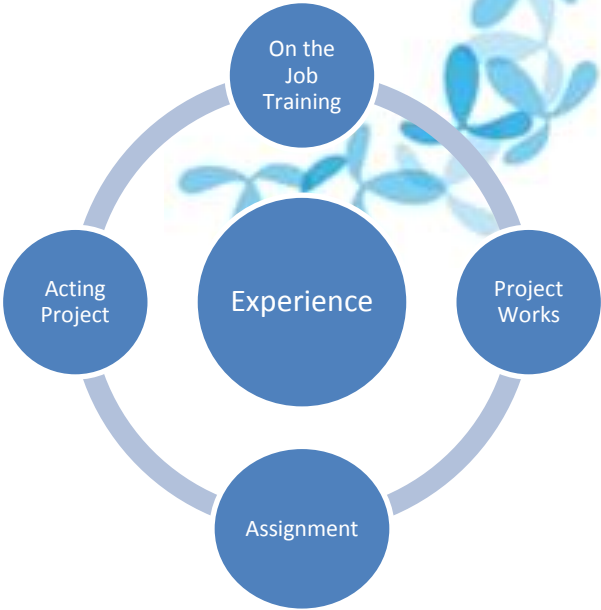
3.14 3 E's Approach

Grameen Phone always believes in learning and motivate their employee in a way that they can gain and sharpen their skills, knowledge and attitude through their training .previously grameen has followed varieties types of training process after that they have decide that, training is a small part of the development so they have developed and proposed 3 E's approach, where they have categorized their types of



3.14.1 Experience

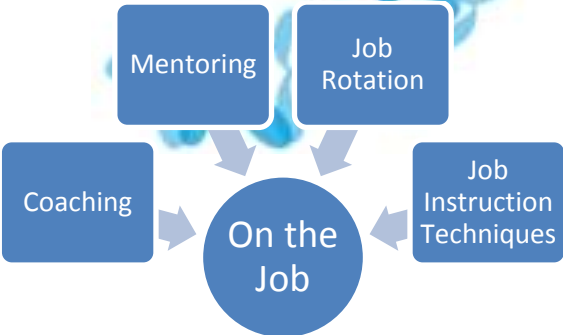
Grameen phone do believes that, development comes from experience or learning by doing things , so mainly they focus on the experience sectors where, employee will learn and develop their expertise by involving different types projects, assignments ,on the job training etc.



On the job Training

On the job training normally focus on giving the training within the normal working environment which can help employee to experience practical sense of the job. Along with that, practical or real world can give the actual level of learning which can't be accrued by the other methods of training. Furthermore, through OTJ training, employee can face or habituated the workplace environment which is another great advantage of OTJ training. Consequently, employee can work under the supervision of the experience staff as a result they will gain more confident while they are doing their work though learning. In addition, supervisor can give them proper feedback which will definitely help them to develop and modify their way of working and behavior. On the job training helps to tailor employee competency such a way that can be utilized for the company

In Grameen phone, follows some sort of on the job training program for their employee but not for all the employee,. Depending on the behavior and types of working they categorized the training methods. On the job Training is for the Call Center Agent, Territory officer, technology dept so on. Grameen phone do believes that, in this training process employee can learn working environment , connected with the supervisor, acquired knowledge reading tools (if Required)



Among the category of the on the job training Grameen usually follow three category of on the job training methods, Coaching, Mentoring and job rotation

Coaching: coaching, particularly more collaborative and participative rather than other training methods, there is a friendly and co operative relationship between the supervisor and the trainee which encourage skills development.in the coaching process ,Grameen Phone usually do, to give the opportunity to the employee to think and solve the problems

Mentoring: Mentoring particularly continuous relationship between senior and junior level employee with guides provided by the organization's polices and systems. Basically, mentoring focusing on the environmental adaptability. In the process of mentoring grameenPhone usually do to explore the sharing with the fellow colleagues on different issue, make them capable to solve their issues.

Job Rotation: Job rotation is necessary to reduce the monotony between the employees. In GrameenPhone, this can be done for two reasons, one is if employee is not fit for the job such as employee is not capable to continue their job duties due to sickness or performance so there is a chance that he or she may allow to change their job duties. Another area is to make employee capable of exploring and learn different knowledge in the area of different department.

Advantage of on the job training:

- Generally on the job is most cost-effective
- Employees can again productive training through on the job training process
- Opportunity to learn by doing in real workplace
- Attain Training beside real colleagues so can increase the opportunity of sharing.
- Immediate feedback on performance from supervisor
- Job rotation can be done, if employee can't perform well

Disadvantages

- Quality depends on ability of trainer and time available
- Learning might not happen or required in the working environment
- Learning environment may not be conducive
- Can slow down production for the trainer
- Can disrupt the workflow due to this training

- ❖ **Project works:** it is sometimes consider involving employee in different projects just to increase their potentiality. Besides employee actual work, they might need to involve some sort of other kind o f project which has to report to their supervisor. IngrameenPhone, usually, employee always involving various category of assigned projects which is always good to increase their potentiality .this kinds of projects might be involve like, market or some sort of area visiting, research, sometimes supervisor might proposed to get involved to other categories of projects just to increase the competency of the projects.
- ❖ **Assignment:** this is another kind of projects which is known as assignment, it also part of 3E's where it is part of Experience, first off all, employee might assign for the project for a short period of time on a certain objectives, in grameen phone assignment might be research work, market analysis etc.
- ❖ **Acting projects :** in grameen phone acting projects might be a extra assigned work that has been allocate to them instead a person absence or to judge a person whether he or she is enable to get this extra work or not.

3.14.2 Exposure

the learning weight of exposure is lower than experience but higher than education. In this category Grameen Phone followed some of the selected area where they can develop the category of the learning .this develop can be gained by the meeting with the peers, seniors,colleagues within the team members or outside the office that helps to develop and improve the knowledge about that particular projects. Ingrameen phone as they follow open culture so they used to do meetings is silent room or meeting room which helps them to shares their ideas and views with their employee so in a way they are just sharing their views in a productive way . In addition with that, Feedback is another category of the exposure where employee can get to know he or she stands for and where he can develop.



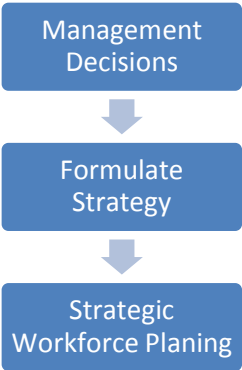
3.14.3 Education

Finally comes the educational part, though, grameen Phone believes that only 10% related to the educational section so it's basically individual development category that can be improved and enhanced by getting training, work shop, seminar, conference, knowledge sharing and most importantly reading different categorize of books. According to the Grameen phone, as we can easily understand that to develop our skills and knowledge books is really important factors

3.15 Strategic workforce planning

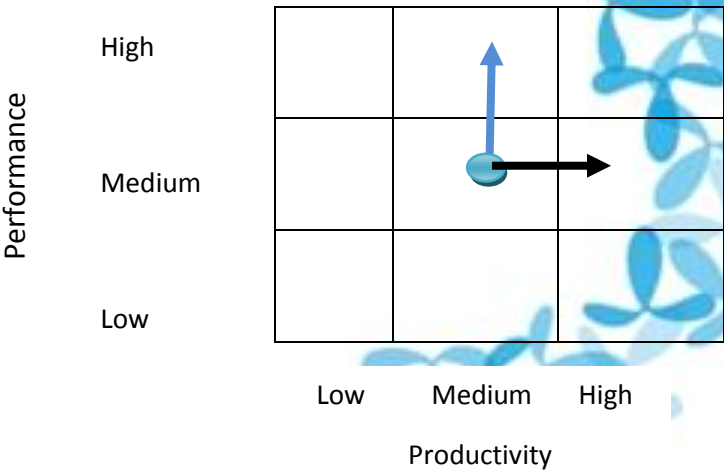
Strategic workforce planning helps to decide follow organizational strategy considering manager decisions regarding next human resource planning. Take an example like management of grameen Phone have decided to open three new office in different area, as a result they will definitely recruit more employee and give them more training on the other hand, if they decided to shut down any of the store then they will definitely freeze the recruitment sessions and try to give them versatile training just to create job rotation of that particular employee.

Considering this factors all the decisions will be comes from the management sectors, that means at first manager will decide the strategy of this year, after that according to that, they will decide their Strategic workforce planning.



3.16 Performance Management Planning (PMP)

Performance Management planning is kind of evaluation of employee performance and according to that, designed their Training to improve employee efficiency. To make this happened they follow,9-box approach,



If an employee in the middle box of the 9-box then he or she will be evaluated by sitting together with the peer groups and both will decide which box she or he can be reached what are the training requires to reached that position. According to the requirements they have planned training for the employees. If any employs fall under last box then he will be warned by the grameenphone to increase their performance. On the other hand, if any employee stands in the top box then he will be sent to the Telenor Academy.

3.17 Functional competency

Functional Competency is designed in such a way that only covered the departmental issue which is concentrated and customized and only required for the particular sectors only. For example, when a new employee has been recruited in the vacant position is designed to find out two particular competencies, one is functional competency which is concentrated on a particular sectors, additionally, when we are giving any training to the Finance division related to the software, so we can't give that training to the marketing department, same things happened to the marketing department, when we are planning to re-designed or giving any particular training to the brand management, there is no need to have a training in the division of Finance or other department. This kind of training is tailoring depending on the division and nature of the work.

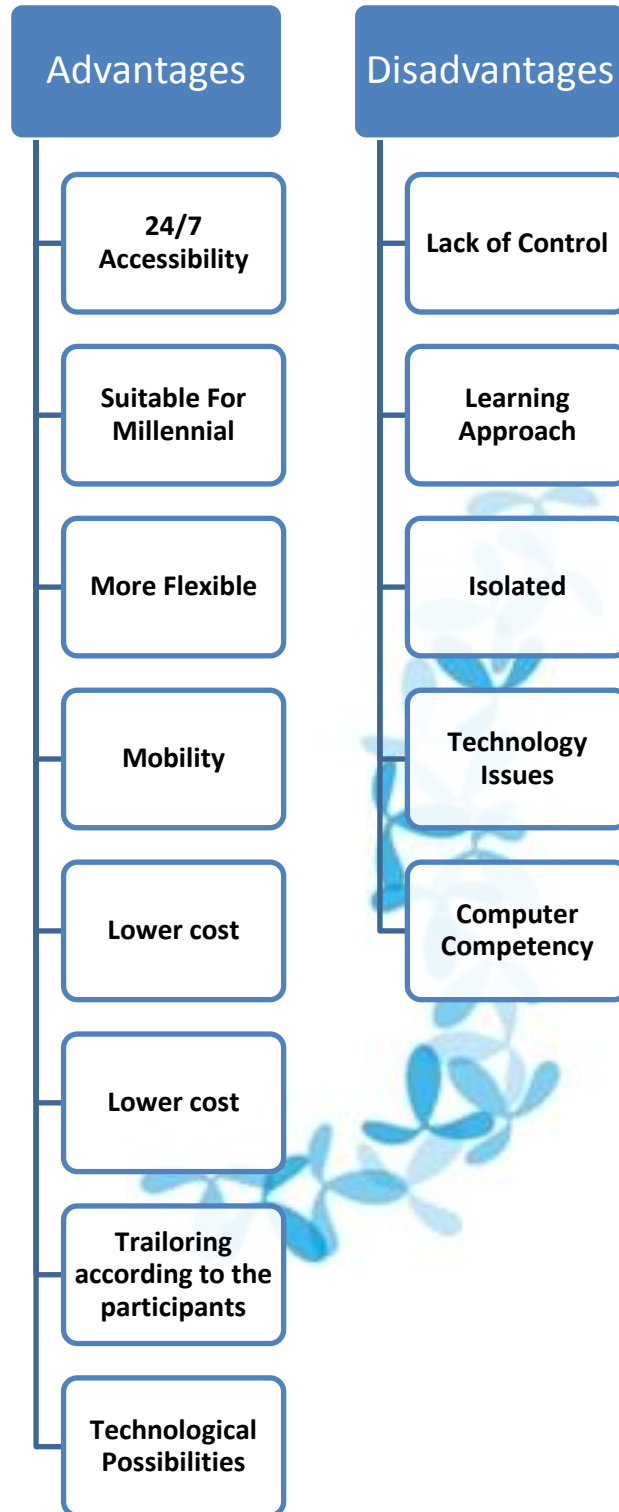
3.18 Leadership competency

Leadership competency is require for all the department , it is important because it can increase the capability of doing rather than specialized on a particular sectors only, all the people of all division will have the same category of basic learning in the structured way just to deliberate to fulfill their objectives

3.19 E-learning

A very popular method of learning is E-learning .according to the CIPD's 2013 Learning and Talent Development Study, 74% of companies reported using some level of e-learning with 91% of companies reporting it to be very useful when combined with other methods and nearly ¾ of respondents saying it is essential for learning. Another important initiative that has to be taken by the Grameen phone that is E-Learning, which is initiated in 2014 but not executed that time due to some difficulties after that they have overcome and decided to launch E- Learning sessions which will be more organized and categorized.

Taking these new kinds of learning, they do believes that, Grameen Phone will have some of the advantage to giving their training to the employee.



Advantages and disadvantages of E-learning

3.19.1 Advantages of E-learning

1. 24/7 Accessibility

Throughout the day, eLearning materials can be accessible to the workforce. This helps employees to learn the subject at their own workplace and in comfortable timing. Also, in spite of depending on traditional learning methods where classroom training is provided, eLearning ensures the fast learners may complete their training sooner and will enhance productivity. Lastly, as we know that Grameen Phone is a big company so employees are too much busy with their activity, as a result, it is might difficult to find a suitable timing for all that's why sometimes they have to fixed two schedule timing for the participate to avoid that, they are planning to moved in e- learning which is very cost effective as well.

2. Suitable For Millennial

.Today's employees work not just for money, but also to learn and acquire knowledge and experiences. With a classroom style learning environment, there are only a limited number of training programs that an employee could attend over any given quarter. With eLearning, the knowledge is always available at the employee's disposal –to have a better access to subjects they are interested in and not necessarily those that would benefit them at work. Not only this benefit the learner, but is also a terrific human resource asset to ensure employee retention. Employee will feel privileged that we are having a learning organization. Businesses that enable access to valuable eLearning subjects to their staff enjoy better loyalty from such employees who have a greater sense of accomplishment at their workplace.

3. More Flexible

e-Learning can be done when employee is free so there is no schedule or time bidding for the employee. Unlike public scheduled and in-house training, employee do not have to dedicate an entire day to the training that has been organized by company. Instead of he will have a set amount of learning, normally divided into modules, with a deadline in which to do them in. This way employee can complete their whole training process within their suitable time.

4. **Mobility** –as employee can do their training any suitable schedule depending on their availability so it is a very mobile method As eLearning can be done on laptops, tablets and even phones –. Learning can be done on Whilst you used to be confined to the classroom, the whole world can now be your classroom.Though it was not clearly decided whether this training access can be happened only the GrameenPhone house or from the home even. As we know this process is launched last year it is now on a test run version.
5. **Lower cost**– to arrange training sessions at first we need to arrange training materials such as classroom or equipments, training booklet, refreshments, and most importantly good trainer, who can give proper learning in a friendly environment to the employee, this will related to the cost. So to reduce the cost of the training e- learning is the best option for any one. ThereforeGrameenPhone would like to follow or try move forward to the e- learning sectors.
6. **Tailoring according to the participants**– eLearning courses aren’t confined to be fixed to try and suit the needs of the majority. If any employee feel he or she already know a particular area well and don’t want to spend an hour on it again, then they can skip that part, the reason Grameenphone try to diverted their training is, sometime the problem raise that a participate have to attend the training as it is a divisional training as a result they might join but from this training he has not gain any thin , so it is very appreciated for the Grameen phone to habituated with this training
7. **Technological Possibilities**– eLearning is fast becoming a more and more popular method and with it, so has the investment into how to improve it further. The computer based nature of training means new technology is being introduced all the time to help with the learning. Different apps are helping to further reinforce the learning whilst forums can be used to greatly increase the amount of interaction and engagement between learners. This is only going to improve as time goes on as well.

3.19.2 The Disadvantages of eLearning Training

1. **Lack of Control**– Learners with low motivation tend to fall behind when using eLearning as there are no set times to be done it and they are responsible for the organization themselves. A lack of routine or fixed schedule can mean eLearning becomes complicated with various deadlines often given to different people at different stages of their learning.

2. **Learning Approach** – It doesn't appeal to all learning styles so some learners will not enjoy the experience – especially strong activists and pragmatists. It is still a challenge to make eLearning appeal for all the employees as most of the employee might ignore this training process. Another problem is that, the way of design that might not be preferred by the employee may prefer images, some prefer just reading words and some prefer to talk about or actually do a task in order to learn.
3. **Isolated** – there is a problem that related to the E-learning training that is the face to face feedback a lot of questions are a lot easily answered when face to face with someone when training is given face to face. E-Learning often doesn't allow that with trainers often having to answer numerous questions all of the time and only doing it within working hours – where a lot of learners may prefer to do their learning out of working hours. This feeling of isolation can often demotivate individuals as they feel they don't have the support and reassurance that the physical presence of a trainer provides.
4. **Technology Issues** – With heavy reliance on computers that eLearning brings, comes the potential risks that comes with it. Firstly, you need to ensure that all learners have a device that is able to support the training modules. Some eLearning tools require software such as Flash that devices like iPads don't support. So all requirements need to be set out at the beginning. Poor internet connection and unavoidable general random faults also can interrupt learning and so need to be planned around. This is especially true if it is a global roll out as Internet connections and power reliability changes dramatically between countries.
5. **Computer Competency** – Some employees might not be too comfortable using computers, especially if their jobs don't require them to. Therefore even if the software is user friendly, the very idea of using the software can be daunting and demotivating for some. Therefore these employees are likely to learn a lot less than they would from a physical course.

3.20 Types of Training

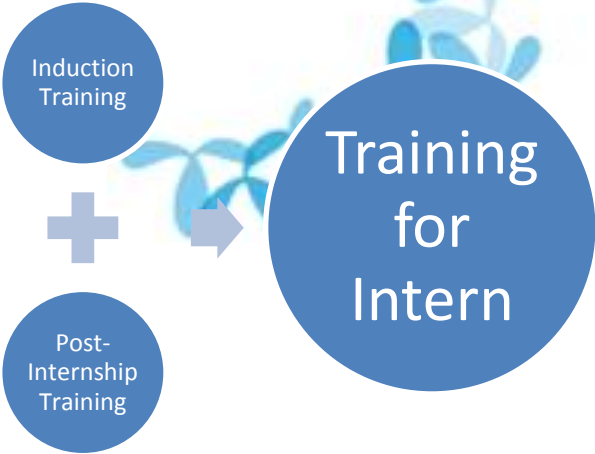
Training is an ongoing process, that is continuously happening every certain period of time for that reason, for each category they have categorized different types of training tailoring to the participants.

3.20.1 Intern Training

GrameenPhone do believes that, today's intern will step forward to the future corporate sectors, so make them prepared for the future career, grameen phone give two types of training, one is for Induction Training and other is post internship training.

Objectives of the training

- ↳ To prepare intern for the future Job.
- ↳ To provide Job-related knowledge
- ↳ To build confidence to face any challenges in Futurecareer .
- ↳ To increase the capability of working in competitive position
- ↳ To learn the corporate behavior in terms of survive in



3.20.1.1 Induction Training

This is basically an introductory session for the intern to know about GrameenPhone. It is required for all the interns as we are joining a new company, so there might be a curiosity about how I can work, what will be the environment, how we can cope up with the situation, to make them comfortable for the organization. This training has been designed such a way that no one feels boring throughout the training sessions as well as after the training sessions we can easily understand, what we can do and what can't be done by us.

- ✦ First of all, they have welcomed us in such a lovely way and provided us our documents, ID and necessary gifts just to make us feel comfortable.
- ✦ We were aware about the company profile and countrywise their market share and too many details about GrameenPhone.
- ✦ Furthermore, we were introduced to different types of divisions, their duties and responsibilities.

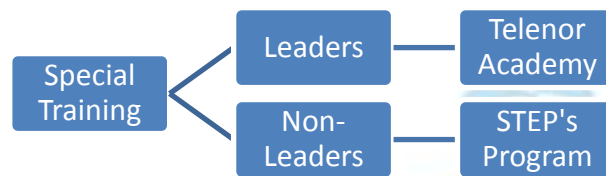
3.20.1.2 Post Internship Training

Middle of the internship period, interns are supposed to attend in the post-internship training, where they can see the job market and their demand from the applicant. Being an intern, GrameenPhone feels that it is their responsibility to make them well-trained so that they can fulfill their goals and objectives. As Grameen always believes in experience rather than education, so during the internship period, they try to involve us as much as they can to diversify our knowledge and give them proper training regarding their work so that after this three-month period, they can gain as much as experience related to the job.

- ✦ At first, we got knowledge about where we can search for the job, which sectors are more prominent to establish their career.
- ✦ Sources for the job opening and how we can write and tailor our CV according to the job description and specification.
- ✦ What are the questions that might be asked in the interview board and how we can handle these questions.
- ✦ What are the ways to maintain work-life balances.

3.21 Special training

This training is specially done by the Grameen phone in accordance to the future plan and betterment of the employee. Though this is confidential part so there is a less scope to know this specialized training .from the discussion we have come to know that, at first they sub-divided their training according to the leading point of view. Grameen phone believes that , if the training is not specialized then learning and development will not be happened as a result they have categorized two different types of training .



3.21.1 Telenor Academy

This training is very costly and only designed for the leaders who will be the backbone of the Grameen Phone Ltd. So this kinds of employees were send to the Telenor Academy from through the world just to make them capable to lead their own country’s company. Approximately 500 employees had been sent to the telenor academy to increase their leadership, managerial skills, and teamhandling skills, competency skills and so on.

3.21.2 STEP’s Program(Strive Towards Excellence Program)

This program is designed for the all employee of the each division in such a way that, employee can increases their interpersonal skills, soft skills, leadership skills. This program was held in BRAC CDM and this program is a continuous process for all the division. Almost 2400 employee has been done their STEP’s training program

The objectives of the program

- ❖ To provide Soft skills development such as interpersonal skills, communication skills, Business communication skills etc
- ❖ To enhance self motivation and confidence level on their work.
- ❖ To increase the feedback receiving quality and reporting skills to the supervisor.
- ❖ To improve work activity in the structured way
- ❖ To make them positive thinker.

3.22 Health Training and Awareness

In the context of Bangladesh Health is mostly of self responsibility and Health Safety Environment is a different dimension in corporate arena of Bangladesh. So Health as a part of HSSE deals with both occupational and general health concerns. In the line of implementation of OHS guideline Health cannot be achieved as a single perspective rather it is considered as a total combination with proper safety and better working environment.

Objectives of the training

- Maintain HSSE culture on health aspect inside Grameenphone
- To keep the employees fit and productive by offering the available best possible health services
- overall control on occupational health issues and to be prepared with mitigation plan
- Contribute in establishment OHS goals for each year and continual improvement of the operational OHS tasks and responsibilities

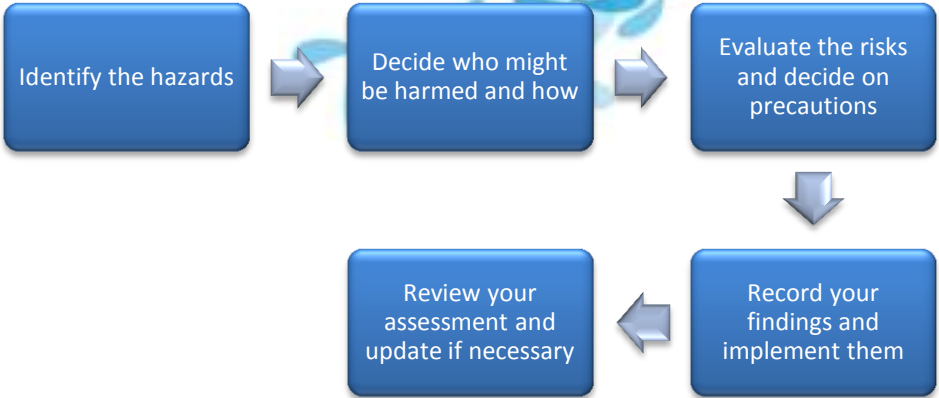
Other training

- ↵ Basic first Aid Training for saving lives
- ↵ Occupational Health Awareness
- ↵ Ergonomics Awareness and Migration
- ↵ Stress vs. Health Awareness
- ↵ Emergency Medical Management Training
- ↵ Basic Health &Hygiene Awareness

3.23 Safety Training

Now a day, it is our duty to ensure safety in the workplace. This is also the right of the of the employee to get a Full security regarding Health and Security, safety purpose. As a result both the sectors play a great role in the context of Bangladesh.due to nature of the work, different kinds of hazards might be faced by the employee. Therefore, specific guidelines should be followed to be safe. Before ensure safety , it is require to know, what are the risk factors associated with the job. As a result they follow a strategy or process to find out the risky factors .

Grameenphone believes that telecommunication enables the exchange of ideas and access to information. We alsorecognize that we do face human rights challenges in our market. Respect and continuous improvement are therefore important parts of our approach to human rights. We believe we can contribute to the fulfillment of rights through many opportunities that connectivity and mobile services bring. We also observe that potential negative impact may rise from our business activities. Our commitment to human rights is long standing and integrated in our top governing document – the Code of Conduct. Our main focus is understanding risks and integrating mitigating actions into our business processes through continuous improvement. In order to do so, we have conducted human rights due diligence to identify potential human rights related risks and mitigations.



Safety Training process

3.23.1 Hazard and Risk Analysis Process

As we know, that employee is the asset for the company, so its our duty to take a care of their safety in the workplace, Grameen phone is the big company, apart from the GP House, there might be different kinds work that is related to the safety issues such as, employee might working for Fitting and placement Billboard, Working at height, fail of equipments, Wielding works, electrical works etc.

Step 1 Identify the hazards

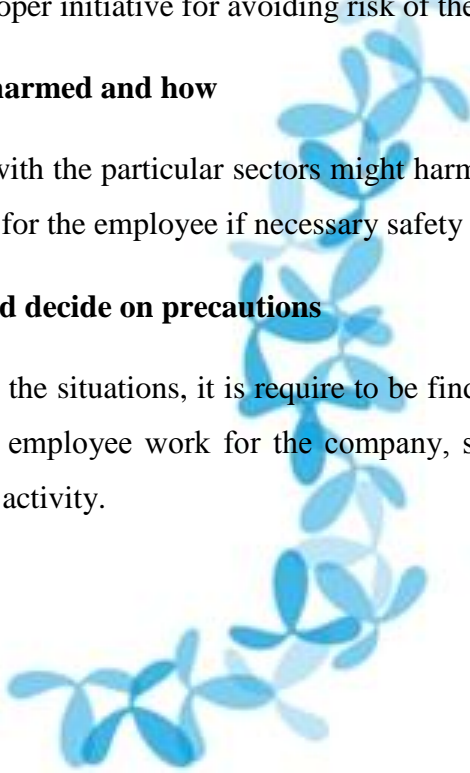
At first, sitting together with the specialist it is necessary to find out the, hazards associated with the nature of the job to take proper initiative for avoiding risk of the employees.

Step 2 Decide who might be harmed and how

Employees who are working with the particular sectors might harmed by the associated hazards' that can become a serious risk for the employee if necessary safety plan cannot be executed .

Step 3: Evaluate the risks and decide on precautions

After analysis the hazards and the situations, it is require to be find out the precaution or how to eliminate the risk factors. As employee work for the company, so it's our duty to keep them prepared for the any uncertain activity.



Step 1	Step 2	Step 3
Identified Hazards	who might be harmed and how	Associated Risk
Electricity	Electricians and General Employees	Electric shock, Burn, Fire
Heavy weight	All Employees	Broken bone
Welding	Technicians	Eye sight lose, Burn, Fire
Noise, Using Headphone	Technicians and Call Agent	Hearing lose
Fall of Machinery or Equipment's		Accidents, Injury, Death Use of Poor quality Materials
Bad Weather	risky for the people who used to tower climbing	
Avoid Safety Issues		Ignore Incidents and Accidents Neglect Safety Issues

Step 4 Record your findings and implement them

There will be various types of result, findings from the assessment and analysis of the safety related issues. Another implication for the specialist to record this finding and take proper initiatives, depending on the assessment

Step 5 Review your assessment and update if necessary

This is a continuous process; every times there will be a change so always try to initiates this according the requirements.

3.23.2 Safety Awareness and campaign

From the beginning, as a HSSE compliant company, Grameenphone has made every possible effort to maintain a standard of high labor and continuously strive towards improving its own operations throughout its entire supply chain. Grameenphone, with its vigilant and systematic effort, endeavors to engage employees and in-house contractor staffs under HSSE compliance. During 2013, Grameenphone has given emphasis on good working environment and good health of the employees by arranging an internal OSH awareness campaign named 'Making a Difference: Good Health, Good Work'. Under this campaign, HSSE issues have been addressed periodically to create a balance between work and life by organizing trainings, awareness sessions involving renowned trainers and counselors on the various optics like 'Positive Parenting', 'Stress Relief' and many more. As a part of the continuous effort for ensuring a safe working environment, this year, Grameenphone has organized various HSSE training programs focusing on specific target groups. The company has also imparted the skills to the line functions and leaders through TOT (Train Of Trainers), hands-on training and e-awareness.

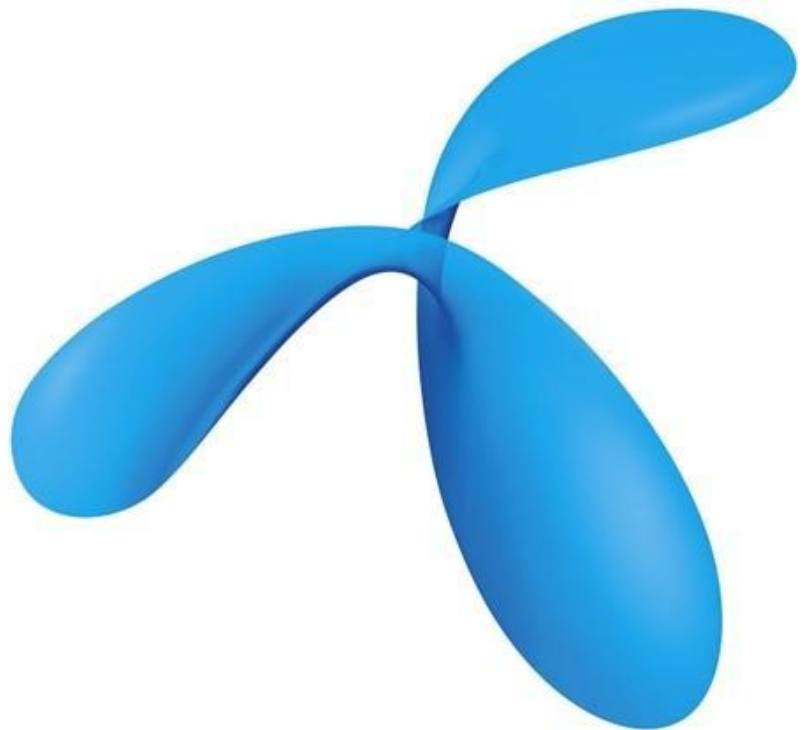
- Awareness program on anti-smoking
- Safety Awareness Programs on Travel Safety
- Awareness programs on General Safety
- Electric Safety Awareness program
- Awareness program on Accident/incident reporting

Safety Training and Workshop

- Training on Safety Tower Climbing
- Training on Snake bite protection and necessary First Aid
- Training on Safe Motorbike Riding
- General Safety And First Aid Training

Chapter 4

Recommendation



Chapter 4: Recommendation

After analysis the all information, I have found that from the very beginning, the journey of this company was focused on the expansions and subscriber of the telecommunication. Eventually, when Grameen has reached the maturity level of the company then they have shifted towards their concern to the people and organization department.

From the very beginning, Grameen do believes that employee is the asset for the company. Capex can be bought from the market but the knowledge and experience employee have that cannot be buy from money. As their training and development process is very strong in terms of the employee performance thought there might be some area of improvements require

Design of Training Module

GrameenPhonecontinuously offers different types of training to their employees thought I have noticed that employees are not that much interested in doing functional training rather than they are more interested on the advanced training. Undoubdly advanced training is require to increase productivity of the employee never the less employee should attend the functional or basic training first to have a clear knowledge regarding the training. So my recommendation is to motivate employee or re-arrange the training sessions such a way that encourage employee to be part of ant kind of training offered by Grameen Phone.

Effective evaluation of training Process

Though Grameen Phone are investing huge amount on the developmentfor the employee, There is no structured process of evaluation after the training process . During the training,

GrameenPhone offers different types of information but after the training, they should evaluate the learning depending on the performance of the employee. Even though they decide whether employee need training or not by sitting with the peers group along with the supervisor and decide the areas of improvement. But this process is followed only before the training but after the training they should have some structural ways to measure the performances. as a consequence their training process will be structure and effective .

Customized training process

Training requires a huge cost, so company is investing too much money on it .so its their responsibility to utilize the employees learning in different sectors .as it is important to deliver customized training for the employees and continously utilized the valuable learning to the betterment of the company to reach the company's missions .

Rescheduling training Calendar

Another important thing is that, employee might have the capability or know the content of the training but, I have noticed sometimes they have to attend the training ignoring the schedule work which is the great problem that can be done by HRIS. AsGrameenPhone employees are too busy with the day to day activity so they might not interested in the training process.

Feedback report analysis

Even thought after training, GrameenPhone provide feedback form and analysis this report. Sometimes external trainer does the analysis but not submitted the report to the company so there might be area of improvement to collect and take initiatives to solve the issues.

Conclusion

GrameenPhone is the leading telecom company in Bangladesh. After eighteen years of operation, GrameenPhone has reached 5 crore of subscribers, this is a great achievement for the GrameenPhone. As Grameen subscribers are having premium services from the GrameenPhone, so it requires continuous improvement not to mention to survive in the competitive market. Even though each time a company is changing their strategies just to make their subscribers happy, in terms of the networks, customer service, apart from this when our subscribers make us a part of their success stories, their subscribers become a part of their achievements and GrameenPhone earned a reason to go beyond.



Chapter 5

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