

A Thesis Paper

On

HRM Practice &Policy of Grameenphone Ltd.

Submitted To

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Letter of Transmittal

30 august, 2022

To

Farjana Yeasmin Chowdhury
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Subject: Submission of the thesis paper

Dear Madam,

It is my great regard to submit my thesis paper on '**HRM Practice and Policy:** A Study On Grameenphone Ltd'. I did study as a part of my job. The paper focuses on the **HRM Practice and Policy of Grameenphone Ltd**. This paper has been submitted in partial fulfillment of the requirements for the degree of Master's of Business Administration (MBA), Major in Human Resource Management, Faculty of Business Administration.

I have tried my best to put careful effort for the preparation of this paper. I shall wholeheartedly welcome any clarification and suggestion about any view and conception disseminated in this paper.
.

Sincerely Yours,

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Certificate of Supervisor

The thesis paper entitled "**HRM Practice and Policy**: A Study On Grameenphone Ltd." has been submitted in partial fulfillment of the requirements for the degree of Masters of Business Administration (MBA), Major in Human Resource Management, Faculty of Business Administration on August,2022 By Din Islam, ID:MBA2103024023. The paper has been accepted and may be presented to the Thesis Defense Committee for evaluation.

To the best of my knowledge and as per his declaration the paper is an authentic work on the issue and no part of this paper has been submitted for any degree, diploma, title, or recognition before.

I wish every success in his life.

Farjana Yeasmin Chowdhury
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Student Declaration

I, Din Islam, ID: MBA2103024023, Program: MBA (Major: HRM), Department of Business Administration, Sonargaon University (SU) am hereby to declare that the thesis paper titled '**HRM Practice and Policy of Grameenphone Ltd'** is completely of my own work. References are provided, as it is free of plagiarism.

_____

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Letter of Authorization

I **Farjana Yeasmin Chowdhury (**Thesis Supervisor) am writing to authorize **Din Islam** to complete the thesis paper on '**HRM Practice and Policy of Grameenphone Ltd'** in my absence.

I appreciate your assistance for the same. If any clarification is required, please conduct me on my number as soon as possible.

Sincerely,

Farjana Yeasmin Chowdhury
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Acknowledgement

I would like to thank almighty Allah for giving me the opportunity to complete my thesis paper. I also want to thank all the people who have given their support and assistance and extremely grateful to all of them for the completion of the paper successfully. Sonargaon University and Grameenphone Ltd. both provided me with enormous support and guidance for my paper to be completed successfully.

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Executive Summary

Grameenphone Limited is the leading Telecom operator in Bangladesh where a strong & organized Human Resource Management internally called as 'People &Company' is always working for the formulation HR strategies for the betterment of the employees as well as to achieve the ultimate company's goal. Grameenphone Ltd. takes its employees as human capital. Here our objective of study is to discuss about telecommunication business in Bangladesh, to discuss about Human resource Planning (HRP), to discuss about Recruitment and Recruitment Policies, to discuss about selection strategies, to discuss about Training and Development, to discuss about Transfer, termination and Other Disciplinary Action strategies and to discuss about Benefits, Leave and Other Allowances strategies. Human Resource planning of Grameenphone is the process of getting the right number of qualified and competent people into the right job at the right time. Putting another way, HR planning is the system of matching the supply of people internally and externally with the openings the company expects to have over a given time frame. The quality of the candidate and his/her expertise are deciding factor how Grameenphone will succeed in achieving its visions, objectives and tasks. Grameenphone training policy is to support employee training which is directly linked to the individual's specific jobs and his or her future development. The training program is expected to enhance job-related knowledge as well as develop technical and/or managerial skills. In addition to training program, employees are encouraged to search and utilize personal developmental opportunities for his/her career progression. Career planning/development identify a sequence of development activities, formal and informal, short-term or long term that helps make an individual capable of assuming a higher position in future. Divisions are responsible for selection employees to enhance their performance to take higher responsibility in future. Management is responsible for providing leadership and ensures effective training programs by investing in training. HR will pay facilitator's role in career development.

List of Acronyms

GP	: Grameenphone
Ltd	: Limited
HR	: Human Resource
VAS	: Value Added Services
VMS	: Voice Mail Service
ATS	: Applicant tracking system
POS	: Point of Sale
SMS	: Short Message Service
SIM	: Subscriber Identity Molecule
SWOT	: Strength,Weakness,Opportunity,Threats
BTTB	: Bangladesh Telegraph and Telephone Board
IoT	: Internet of Things

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Chapter-1

Introduction

1.1Origin of the Paper

This paper has been made as a part of MBA program. **Farjana Yeasmin Chowdhury** has assigned this topic in order to gain some practical knowledge about theoretical HR activities and practical HR activities and this analysis based on GrameenPhone Ltd. The main objective of this paper is to be familiar with the key factors of GrameenPhone Ltd about HR activities. The paper has discussed HRM practices and policy of GrameenPhone Ltd and how they can use their Human Resource for the growth of their company.

1.2 Background of the Paper

I have worked in various Department of GrameenPhone Ltd, Bashundhara Main Branch. In this paper, I tried to make an overall analysis on all activities of GrameenPhone Ltd. specially focuses on HRM practice in GrameenPhone Ltd.

1.3 Objectives of the Study

Objective of this study is mainly focused the HRM practices and policy. Therefore the objective behind conducting this study is to find out the differences between bookish HRM activities and real world HRM activities by taking interview of some HR Personnel from Human Resource division and try to conclude with some findings and some possible recommendation for improving those areas to make HR activities more effectively for the company.

The Objectives of the Paper are:

- To know the exact practices of HRM policy of GP.
- To know the theoretical Knowledge about HRM practices.
- To find out the differences between bookish HRM activities and real world HRM activities.
- Developing my personnel skill development.
- Research about HRM practices and policy in GP.
- Enrich knowledge on improving HRM.
- To know the ways/policies to develop HR personnel more effective, more efficient.

1.4 Methodology

This analysis is basically a combination of primary and secondary data. The main source of data is different officers from Grameenphone Ltd, to collect information I try to ask them and they responded to my questions and for that reason that information was very much restrictive with the company as they want to keep these confidential.

Primary Data

- Personal Observation.
- Conversation of GP and HR personnel.
- Interview with the HR Chief Officer.

Secondary Data

- Information from websites.
- Annual papers of GrameenPhone Ltd.
- HR Books.
- Information collected through survey and questionnaire from some of the employees there.

1.5 Limitations

Some limitations were faced while constructing this term paper. Some of the limitations are listed below:-

- Every company has their own secrecy that is not exposed to others. While collection the data they did not disclose their internal policy that hampers the companies confidentiality.
- Access to more internal information which we could not get hold of and they did not even discloses those points in front of us.
- Many officers of the branch are not well informed about their HR Policy.
- Sometimes they unable to provide information due to busy working schedule.
- Time constraints.
- Lack of sufficient research paper on this topic.

Chapter-2

Organizational Overview

2.1 Company Background

Grameenphone, part of the Telenor Group, is a leading telecommunications service provider in Bangladesh with more than 76 million subscribers. Since its inception in 1997, Grameenphone has built the largest cellular network in the country, covering nearly 95 percent of the country's population. With its brand promise to enable customers to "Go beyond", Grameenphone seeks to help customers get the full benefit of mobile data and voice services and provide Internet For All. Grameenphone is listed on the Dhaka Stock Exchange. www.grameenphone.com. Grameenphone Ltd. has stepped into its 26th year of operation, having completed its 25th year on March, 2022.Grameenphone has been recognized for building a quality network with the widest coverage across the country while offering innovative products and services and committed after-sales service.

2.2 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 Dhaka Chittagong 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 &study line 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.

- **19 March, 2018:** Grameenphone launched 4G and now it has 1500 plus 4G towers**.**

- **May, 2022:** GP has launched e-GP/e-SIM

Grameenphone was also the first operator to introduce the prepaid service in September 1999. In addition to core voice services, Grameenphone offers a number of value-added services, in each case on both a contract and prepaid basis. It established the first 24hour Call Center, introduced value-added services such as VMS, SMS, Fax & Data Transmission Services, International Roaming Service, WAP, SMS based Push Pull Services, EDGE, personal ring back tone and many other products and services.

Grameenphone nearly doubled its subscriber base during the initial years while the growth was much faster during the later years. It ended the inaugural year with 18,000 customers, 30,000 by the end of 1998, 60,000 in 1999, 193,000 in 2000, 471,000 in 2001, 775,000 in 2002, 1.16 million in 2003, 2.4 million in 2004 and 5.5 million in 2005 customers. Currently the customer base of Grameenphone is over 40 million.

Grameenphone offers the widest coverage in Bangladesh. The population coverage has increased from approximately 85% in 2005 to above 90% in 2006. Currently the population coverage is 98% (Including voice call and Edge/GPRS). In addition; Grameenphone also offers GPRS in most of the country and EDGE in urban areas.

From the very beginning, Grameenphone placed emphasis on providing good after sales services. In recent years, the focus has been to provide after sales within a short distance from where the customers live. There are now more than 400 GP Service Center, 20 GPC Franchise, recharge retailers: 105,000+, total retailers: 18000+, distributors: 96, Single hotline which operates 24/7; the country covering all 64 districts. In addition, there are 62 GP Customer Centers in all the divisional cities and they remain open from 8am7pm every day including all holidays.

Grameenphone has generated direct and indirect employment for a large number of people over the years. The company presently has more than 6,000 fulltime, part-time and contractual employees. Another 70,000 people are directly dependent on Grameenphone for their livelihood, working for the GP dealers, retailers, scratch card outlets, suppliers, vendors, contractors and others.

In addition, the Village Phone Program, also started in 1997, provides a good income earning opportunity to more than 200,000 mostly women Village Phone operators living in rural areas. The Village Phone Program is a unique initiative to provide universal access to telecommunications service in remote, rural areas.

Administered by Grameen Telecom Corporation, it enables rural people who normally cannot afford to own a telephone to avail the service while providing the Village Phone operators an opportunity to earn a living. Grameenphone has generated direct and indirect employment for a large number of people over the years. The company presently has more than 6,000 fulltime, part time and contractual employees. Another 70,000 people are directly dependent on Grameenphone for their livelihood, working for the GP dealers, retailers, scratch card outlets, suppliers, vendors, contractors and others.

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2.3 Mission, Objectives and Strategy

Mission:
Leading the industry and exceed customer expectations by providing the best wireless services, making life and business easier.

Vision:
We exist to help our customers get the full benefit of communications services in their daily lives. We want to make it easy for customers to get what they want, when they want it. We're here to help.

Values:
- Make It Easy
- Keep Promises
- Be Inspiring
- Be Respectful

Brand Promise:
- Stay Close
- Go Beyond

GP WAY: Our Way of Work
- It is how we do business
- It's all about living our vision, values, codes, leadership, governing principles in our daily life and deliver upon our brand promise – Stay Close

Workplace Ethics
- Fortified Codes of Conduct
- Ensured compliance

Sustainability Consciousness:
- Paperless office
- Reduce 15% carbon emission by 2012 & 40% by 2015
- Corporate Transformation: 'Green Company'
- Aware-Engage-Advocate GP employees

2.4 Products and Services

- Workforce Management
- Mobility
- M-reporting
- Cloud Solutions
- Smart Solutions
- Broadcasting Services
- Enterprise Connectivity
- IoT (Internet of Things)

- **Digital Services**
  - EasyNet
  - GP Music
  - Bioscope
  - MyGP
  - GPAY :
    - Bill Payment (Postpaid)
    - Bill Payment (Prepaid)
    - Airtime Recharge
    - Train Ticketing
    - Wallet Refill
    - Gpay Offer

- **SIM Services:**
  - SIM registration
  - eSim migration
  - MNP
  - Transper of SIM ownership
- **Offer:**
  - Internet package
  - Prepaid/postpaid package
  - 4G
  - GPStar

Chapter-3

Theoretical Background

3.1 Definition of HRM :

Human resource management is an essential function of both private and public sector companies. In this lesson, you'll learn what human resource management is, as well as its objectives and responsibilities in a company. Alvin is the vice president of human resources for a large kitchen appliance company headquartered in Colorado. Human resources are people, and human resource management (HRM) is the process a company undergoes to manage people in order to achieve its goals. Every company has goals. As a for-profit company, Alvin's company's overarching goal is to make a profit for the company's owners. In order to make this profit, the company wants to make the best appliances possible at the lowest cost for the greatest profit margin. The company also wants to capture the greatest share of the kitchen appliance market as possible. And it needs human resources to accomplish these goals. Alvin's company needs engineers, researchers, marketing professionals, accountants, production workers, managers and sales people just to name a few different types of employees necessary to accomplish his company's goals. The objective of any human resource department is to make sure the company has and retains people with the skills necessary to accomplish the company's goals. Let's see how Alvin does this.

3.2 Objective of HRM:

The principal objective of training is to make sure the availability of a skilled and willing workforce to the company. In addition to that, there are four other objectives: Individual, Corporate, Functional, and Social.

• **Individual Objectives –** These objectives are helpful to employees in achieving their personal goals, which in turn, enhances the individual contribution to the company.

• **Corporate Objectives –** Corporate objectives assists the company with its primary objective by bringing individual effectiveness.

• **Functional Objectives-** Functional objectives are maintaining the department's contribution at a level suitable to the company's needs.

• **Social Objectives –** Social objectives ensures that the company is ethically and socially responsible to the needs and challenges of the society.
Further, the additional objectives are as follows:

- To prepare the employees both new and old to meet the present as well as the changing requirements of the job and the company.
- To prevent obsolesce.
- To prepare the employees for higher level tasks.
- To assist the employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.
- To build up a second line of competent officers and prepare them to occupy more responsible positions.

- To ensure smooth and efficient working of the departments.
- To ensure economical output of required quality.
- To impart the basic knowledge and skill in the new entrants that they need for an intelligent performance of a definite job.

3.3 Human resource policy

Human resource policies are the formal rules and guidelines that put in place to hire, train, assess, and reward the members of their workforce. These policies, when organized and disseminated in an easily used form, can serve to preempt many misunderstandings between employees and employers about their rights and obligations. It focuses on the concerns and put off the task of writing up a human resource policy. Having policies written is important so that it is clear to all what the policies are and that they are applied consistently and fairly across the company.

Moreover, when issues concerning employee rights and company policies come before federal and state courts, it is standard practice to assume that the company's human resource policies, whether written or verbal, are a part of an employment contract between the employees and the company. Without clearly written policies, the company is at a disadvantage. Having a human resource policy in place from the start can help to avoid this situation. The owner who takes the time to establish sound, comprehensive human resource policies will be far better equipped to succeed over the long run than the Firm owner who deals with each policy decision as it erupts.

To help ensure that personnel management policies are applied fairly, Firm owners and consultants alike recommend that Firm that produce and maintain a written record of its HR Policies and instances in which those policies came into play.

3.4 Functions

Since every company is made of people, HRM is all about acquiring services of people, developing their skills, motivating them to the foremost level and making sure that they continue to maintain their commitment towards the company.

In short, HRM is concerned with the management of employees from recruitment to retirement. Although there are many functions of human resource management, here is a list of five major functions:

Functions of HRM

Managerial Function	Operative function	Advisory functions
Planning	Acquisition	Top Management
Organising	Training &Development	Department heads
Directing	Motivation	
Controlling	Maintenance	
	Remuneration	
	Working conditions	
	Personnel records	
	Industrial relations	
	Separation	

3.5 Human Resources Management Functions

3.5.1 Recruitment sources:

An effective recruitment always starts with the correct selection of sources of human resources. A recruited employee who has not the right skill cannot perform effectively. As a result the overall performance level is sure to deteriorate which has significant effect on the Company performance.

Internal sources: It is policy to give preference to appoint internal candidates provided that the employee is suitably qualified for the vacant or new position and also meets the existing and future requirements. Appointments may be made by the way of promotion, up gradation, or transfer with the approval of the authority. No one is allowed to apply for appointment during probationary period. Promoting internal employees on the basis of succession planning may also be looked into. "As a usual procedure, job vacancies will be advertised through internal notices to the concerned offices.

External sources: Whenever job vacancies are required to be circulated outside, the main objective will be to attract a pool of candidates to apply from which qualified candidates for job vacancies can be chosen. Here are a number of external sources that will be used by the company:

Newspaper advertisement: Vacancy announced will be circulated by publishing advertisement in the national newspapers. The newspapers that are widely circulated will be chosen for publishing advertisement, one in English and one in Bangla.

Request to other companies: In some cases, if deemed necessary, company may request other companies to circulate job vacancy among their employees. Job vacancy advertisement may be posted in their notice board as well.

Employee referrals: Employees of the Company may refer prospective job seekers to HR Department. There are professional or technical jobs which are frequently harder to fill. Employees with hard-to-find job skills may know others who may meet the desired job requirements and do the same work. In such case, employee referral method may be useful.

Walk-ins and Write-ins: Often Job seekers arrive at HR department in search of a job. They are walk-in people. Write-ins are those who send their curriculum resume for suitable position. Both groups may be asked to fill up an application blank. Their relevant information may be kept in active database file for any suitable position in future. Based on their suitability, they may be called for interview against any vacant position.

Website: Modern information technology such as website http://www.Grameenphone .com also is utilized for advertising job vacancy of certain senior positions.

The role of HR personnel is very important in dealing with external job seekers because the outsider individuals draw an impression about the company on the manner their candidature has been dealt with. HR department should greet the candidates in a pleasant manner, provide with pertinent information about job openings, and treat them with dignity and respect. If so, the applicants are expected to develop a listing positive impression about the company.

3.6 Selection Strategies:

Selection process includes series of specific steps used to decide who should be hired. Selection process begins when recruitment ends subject to sufficient number of applicants obtained who are willing and able to do hold the job. The purpose of the selection interview is to collect information about a candidate and assess how far he/she can perform in the job.

Selection process involves screening and appraising the applicants in a systematic manner. Those who are found not suitable for the jobs are excluded from selection tests. During selection process, company focuses on performance-related issues whether the applicant fulfills the job requirements and can do the job. The Company uses a multiple cutoff technique including series of screening devices.

3.6.1 Short listing of candidates

Short listing is done on the basis of appraising information on the application form in the light of job specifications of a job being advertised. How far a candidate meets the job criteria will critically be reviewed. The short listing method should be qualitative one where managerial judgment plays an important role.

Short listing depends on the nature of job. Before short listing of candidates for tests, job criteria are set by HR and line manager. There are general and technical job criteria that a candidate has to meet for consideration of next step of selection. HR determines general criteria while line manager determines technical criteria. Although both the type of criteria is important, however, it is the nature of job that determines which type of criteria should give more weight than other.

Short listing will be done by evaluating the following:

1. Educational qualification: whether the candidate has the required education qualification
2. Relevant job experience and required skills: how far candidate's most recent job experiences and skills match the job requirements of the position in question.

The candidate may have irrelevant job experiences and skills that will not be considered during short listing.

The following situations may provide some guideline during short listing:

Situation	Short listing decision
Highly relevant job experience and meets all or most job criteria and length of past job experience fully or fairly satisfactory	Should be considered
Moderately relevant job experience and meets most or fairly moderate level of job criteria and length of past job experience is fully or fairly satisfactory	May be considered subject to the number of candidates based on above are not up to the desired number
Irrelevant job experience, meets little job criteria and length of past job experience is fairly satisfactory or unsatisfactory	Should be considered

Company should follow a standard set rule of short listing of candidates. For one position the number of candidates for written test should be more than 8. The number of candidate in the oral test should not be more than 4-5.

3.6.2 Role of different departments in short listing

In regard to short listing of candidates, the role of the concerned line manager and HR is crucial. HR is in better position to know exact job specifications, job challenges and job standards; therefore the responsibility of short listing rests on HR.

For non-technical positions, HR will exclusively be preparing short list of candidates. For technical positions, HR will seek line managers input, if necessary. The procedure is that line manager will send technical job criteria to HR who match those criteria and will ultimately candidates.

During short listing the following criteria must be taken into account:

- Type of the position
- Urgency of a personnel
- Career development of the position
- Importance of other related skills for that positions

3.6.3 Administering tests and interview

Following short listing of prospective candidates, internal and external, appropriate employment tests such as written tests, oral tests or any other tests as deemed fit will be arranged to assess candidates suitability for the position. Through the tests candidate's selected psychological factors such as intelligence, aptitude, temperament and attitude will be measured/observed.

The main focus of employment tests will be on:

i. job related questions to assess in-depth knowledge of the candidate
ii. assessment of mental ability, reasoning, memory etc
iii. assessment of potentiality and ability to learn
iv. proficiency in performing tasks
v. assessment in line with job analysis

The selection is made on the basis of successive hurdle approach. The candidates will be rejected following each of the stage or test being administered. Performing in one test will not be considered in the succeeding tests rather the performance in the next stage will be decisive factor for selection.

Written and oral test questions will be drafted by HR. A set of questions of technical nature will be drafted by line manager and be sent to HR confidentially from which few will be included random basis by HR. while finalizing test question, HR will stick to job requirements of the position and maintain relevance, consistency and standard on the pattern of questions.

The type of question will depend on the nature of the position. Usually a combination of multiple and narrative type of questions will be set in the written test.

All multiple type of answers will exclusively be checked HR. Also the non-technical narrative part of the written answer papers will be examined by HR while the technical part will be checked by line manager. The compilation of score obtained in written test will be done by HR. It is the responsibility of HR to select and call candidates for subsequent tests based on the performances of written tests.

The minimum qualifying score in the written test is 50%. Candidates who have qualified in the written test will be invited for the next selection test.

3.7 Termination and Other Disciplinary Action Strategies:

3.7.1 Transfer

The company has the right to transfer an employee from one location to another at any time, at any circumstances depending on its need. Even a transfer order is delivered at a short notice; the concerned employee must be willing to accept it. By moving people into jobs in the sane grade, managers may be able to improve the utilization of their human resources. Transfer may also be beneficial to job holder, since the experience may provide a person with new skills and a different perspective. All transfer issues are handled by HR. HR issues transfer letter at any time with or without giving any notice period to the employee in consultation with departmental head.

A placement at another location for a period of more than 30 days is treated as transfer. During transfer, an employee's salary and benefits level remain the same. However, the employee may receive normal relocation facilities such as travel expenses, per diem and hotel rent if located at another place away from the normal location for less than 30days.

For any temporary transfer for a period of more than one month and less than three months, an employee will be entitled to the following transfer benefits:

- Accommodation facilities or alternative arrangement with prior approval from the immediate supervisor.
- A disturbance allowance of Tk. 5000 per month.
- A return air ticket as per entitlement of the employees once in 30 days.

If a transfer is made on permanent basis then the employee will be eligible for the following benefits:

1) Expenses in relating to shifting of personal effects, and
2) Disturbance allowance of Tk. 20,000 for Manager and above and Tk. 10000 for DM and below level.

3.7.2 Termination

Employees are required to perform and behave acceptably but whenever deficiencies in performance and behavior threaten to interfere with efficient Company operations, they must be corrected.

Termination is a serious course of action that should be considered only when it is clear that less drastic action will not serve the purpose. It is the discretion of the company management to decide which course of action will warrant termination.

Company can terminate a permanent employee at any time without assigning any reason whatsoever by serving one hundred and twenty days' notice or pay in lieu of such notice. The employee will be paid gratuity for every completed year of service or for any part thereof in excess of six months, in addition to any other due benefits as per the Company policy.

The probationer will be terminated without any notice or pay.

The termination of contract, unconfirmed or part-time employment will be approved by Head of HR while the termination of Confirmed employee must be approved by Managing Director.

3.7.3 Discharge

An employee may be discharged from service for reasons of physical or mental incapacity or continued ill health or other reasons not amounting to misconduct. Discharge is not due to the shortcomings in the employee's performance.

A medical board comprising 2-3 registered medical practitioners will be formed to examine the employee's health condition and submit their recommendation. Based on the board's recommendation, discharge decision will be made.

The discharge of any category of employee will be approved by Managing Director.

The employee will be give one month's notice or pay in lieu thereof. The employee will also paid gratuity for every completed year of service or for any part thereof in excess of six months, in addition to any other due benefits as per the Company policy.

3.7.4 Resignation and Exit Questionnaire

A permanent employee can tender resignation from his/her service by giving one month notice. Failure to submit resignation letter prior to one month notice will result deduction of one month's basic salary.

The resignation letter is submitted to respective departmental Head who in turn sends a copy of it to HR with his/her acceptance and comments. HR formally issues a resignation acceptance and release order to the resigning employee based on Department Head's comments. The issuance of release order is contingent on the following:

1. The separating employee has handed over the charges to assigned person
2. A clearance certificate is obtained from the respective Department head
3. The employee has no liability with the Company.

Once resignation acceptance letter has been issued, the employee fills up an "Exit interview Form" and submits it directly to Manager, HR confidentially without copying to anybody. The form is kept strictly confidentially and is not a part of employee's Personnel file.

Objective of Exit Questionnaire: The objective of filling an exit questionnaire is to know why the employee leaves the Company. After compiling the information provided in the questionnaire, management examines the causes and takes preventive measures to minimize employee turnovers.

The employee gets usual service benefits and unpaid salary, if any, as per Company policy at the time of leaving the Company.

3.8 Compensation & Benefits Other Allowances Strategies:

Compensation is what an employee receives in exchange for his/her physical and mental works, and contribution to the company. Compensation does not represent only salary but a wide range of benefits and service are part of the total compensation package. Company wishes to pay rewarding and competitive salaries to attract, retain and motivate competent and skilled employees at all levels of the Company. Company wishes to design a compensation system that has strong positive impact on employees and ultimately on the Company's performance. Keeping Company's strategic objectives

And unique characteristics and environment in mind, Company determines a number of criteria for designing a compensation system. The criteria are:

Internal and external Equity: Internal equity means that there should have fairness of the pay structure within the Company i.e. similar jobs get similar pays. External equity assures that jobs are fairly compensated in comparison with similar jobs in the job market. To achieve internal equity, periodic job evaluation that assesses the relative worth of jobs throughout the Company should be conducted. On the other hand, to achieve external equity, periodic market survey and cost of living adjustment should be taken into account.

Competitiveness: There is obvious effect of market forces on compensation. Compensation must respond to the supply of and demand for employees in the market since employers compete for work force.

Cash and non-cash benefits: Cash payment motivates employees through monetary rewards such as salary and allowances. The Company pays cash benefits according to ability to pay. Non cash benefits such as job security and making the job interesting is also taken into account.

Performance based pay: Employee productivity, skills and performance are also important determinants of the compensation system of the Company.

3.8.1 House Rent

House rent is another component of pay structure. The amount of housing allowance is expected to allow employees to rent a reasonable but standard house. To the extent possible, a fair level of consistency between house rent and the respective employee's living standard is ensured. The Company expects that employees rent a standard house. The housing allowance

is calculated at a certain percentage of respective employee's basic salary. The percentages are shown in -3. The percentage is equal irrespective of employee's place of posting. If an employee joins or leaves the Company on a day other than the beginning of a calendar month, then his/her housing for that month will be calculated fractionally by dividing house rent by 30 days as set standard.

3.8.2 Medical Allowance

Medical allowance is paid to the employee at a fixed amount and the monthly payment is made according to their position entitlement this medical allowance is in addition to hospitalization or on duty accident benefits, if any.

3.8.3 Employee Transportation Benefit

Company should provide transport benefits to all employees as per the following guidelines & procedures. For administration purposes of this employee benefit, the Transport Section and the Transport Policy will be applicable. It is essential that all employees use the transport benefits as specified in this policy as per rules and guidelines described herein.

For local travel outside office on official purpose, the employee will be reimbursed actual travel costs. In this regard, employees should claim reasonable transportation costs. Individual employees availing the car scheme will have to bear 1/3 (one third) of the total cost of the car.

3.8.4 Fixation of Salary

A company wants a salary system which rewards qualification, good practice and performance. During fixation of employee's salary, it should look at the following criteria:

- Company's affordability to proposed salary level
- Competitive pay in the market for similar job
- Growth of the Company
- Individual's economic welfare
- Fairness and equity

There are number of ways to fix employees salary. They are:

i) During appointment through salary negotiation. The salary for the new hires will be fixed based on the position level (-1), the applicant’s qualification, skills, experiences and the budgetary provision,

ii) Year-end inflation adjustment with the basic salary,

iii) Salary adjustment during confirmation, based on performance,

iv) Due to revision of salary structure, an employee’s salary will be adjusted in such a way that the new salary shall not be less than his/her current salary.

v) For a promotion to higher Grade, employee will occupy the step of the upper grade in such a way that he/she receives an increased salary not less than his/her one step increment at the current grade.

3.8.5 Late working hours and representation allowance

Manager (including DM) and above level of employees are permitted to claim entertainment allowance of Tk. 200 per day for working three or more hours of work in excess of their normal working hours.

3.8.6 Inflation Adjustment

Since employee's cost of living standard is changing over time, therefore, management urges that there is a need for adjusting average cost of living. It is expected that such policy of periodic salary adjustment will keep money value of salaries roughly constant in terms of their ability to purchase goods and services. The inflation rate will be calculated by collecting data from different companies. The most recent available data of previous fiscal year will be considered. HR Department will observe and collect information from similar company's and analyze financial implications due to such adjustment. The proposal will be initiated by Director, HR and submitted to Management Committee for approval. Every year in December, HR will initiate the process and the adjustment of inflation with the respective employee's basic will effect from January 1 of the next year.

3.8.7 Increment

Company should adjust employee's salary in a number of situations. This is one type of benefit being offered to the deserving employees with a view to recognizing their best services rendered to the Company and thus keep their morale high. Regarding approval of Increment, Company's discretion is vital. Obviously, the basis is performance and any other relevant factors that the company deems fit to be given due consideration.

There are two types of salary increment:

1) Performance Increment: An employee will receive salary increment in case he/she demonstrates excellent performance throughout the performance year and is recommended for increment by immediate supervisor according to Performance Appraisal Process of the Company.
2) Increment during Confirmation: At the time of confirmation, salary increment may be approved by HR Director based on the recommendation of Director/ Divisional Head. The concerned Head/Director proposes for increment with proper justification and HR Director, upon review of the justification, finally approves increment during confirmation. This type of increment may be considered for excellent performance during probationary period.

3.8.8 Overtime

Company expects that employees shall have proper work plan. Disorganized or unplanned work habit that necessitates extra hours to work is discouraged. In case of emergency, employees may require working beyond normal working hours for a short duration as approved by department /section heads.

Overtime Policy-

Employees in officer level or below are eligible for claiming overtime allowances.

Normally overtime is calculated at the double of basic salary on standard working hours (208 hours a month). The hourly overtime rate is calculated as under:

Monthly basic Overtime Hourly Rate = (Monthly salary/208) X 2

3.8.9 Shift Allowance

Shift allowance is paid to managers and below level employees who work in a shift other than normal working hours of 8 AM to 5 PM.

The shift allowance is paid by hourly rate. There are different rates for different established shift jobs. Respective department can define shift hours according to own convenience but payment will be made as per the following table:

Shifts	Duration	Rate per hour
General Shift	8 a.m.- 5 p.m.	00
Evening Shift	4 p.m.- 12 a.m.	30
Night Shift	12 a.m.- 8 a.m.	45

Shift allowance is also applicable for contract employees at the above rate.

3.8.10 Bonus

All employees are eligible for two bonuses in a calendar year which is an amount equivalent to their two months basic salary.

One bonus is paid during Eid-ul-Fitr at a flat rate to all employees irrespective of the religion. Another bonus is paid as per the following festival of different religious affiliation:

Muslim: Eid-ul-Azha
Hindu: Durga Puja
Buddhist: Buddha Purnima
Christian: Merry Christmas

Two month's basic as bonus is paid in full for a calendar year or a pro-rata amount for incomplete calendar year, whichever may be the case. The bonus will be paid according to the basic that is due on the festival day, not the basic on the payment day.

3.8.11 Educational Grant

An employee can avail Educational grant for pursuing higher studies in a discipline related to current responsibilities or in an area where he has future career aspirations. This will enable him/her to have personal development and better contribute to the business.

Eligibility: Employees at any level having two year or more service length with Grameenphone will be eligible for the Educational grant.

Conditions: To sustain eligibility for the Educational grant, an employee must maintain at least an average standard in each semester/period throughout his course. In case his CGPA/class falls below the above mentioned standard, he/she will not be reimbursed for that particular semester/period.

An employee availing the Education Grant will sign an agreement to serve the company for 2 years from the date of completion of the course. The employee will submit a formal letter from the Educational Institute clearly mentioning the date of completion of the course. In case of separation from the company before the 2 years term, proportionate cost considering the 2 year period will be deducted from his final settlement amount. In case the employee discontinues the course, or is separated from the company during the course, full amount will be deducted from the final payment.

3.8.12 Children Education Allowance

Children education assistance is an incentive to share employees' children's educational expenses. All confirmed employees will be eligible to avail children educational benefit.

3.8.13 Provident Fund

The permanent employees of the Company are eligible to become members of the Provident Fund. Employee contributes 10% of their basic to the provident fund and the Company makes equal contribution to the fund. The Company's contribution starts once the employee has become permanent employee of the Company.

The PF maturity period is three years. Employee has to serve minimum three years for being eligible for both employee and company contribution.

3.8.14 Gratuity

Gratuity is paid to an employee for providing a life time service to the Company. The eligibility is minimum five- year service with the Company. Gratuity amounts are linked with the respective employee's length of service which is as follows:

Gratuity	Years of Service
@ 1 month's basic/for each year	5 years
@ 1.5 month's basic/for each year	5 Years to 10 Years
@ 2 month's basic/for each year	More than 10 years

3.8.15 Employee Mobile Phone

A company should provide mobile phone to all employees that facilitates our work and establishes communication between employees and family.

3.8.16 Accident Benefit

In the event, an employee regular or contract, meets an accident while in working hours, in the workplace, and during carrying out work, the employee will be reimbursed 100% of all legitimate expenses in respect to such accident. “On duty” means that the employee has been in the course of discharging official assignment which is attributable to the pursuit of work objectives. If an accident occurs at a time when the employee travels from residence to office but has not yet reached duty station or on his/her way to residence from the office, accident benefits will not apply.

3.8.17 Death Benefit

If a confirmed employee dies under normal circumstances, the Company will pay twenty four month’s gross salary to the legal heirs of the deceased. If an employee dies by accident while on duty, the legal heirs will be paid 24 month’s gross salary by Insurance Company. Death benefits will not apply if death is caused by suicide, during taking part in political activities or by criminal prosecution.

3.9 Leave Strategies:

3.9.1 Sick leave

There will be no standard annual entitlement to sick leave. Sick leave at actual will be availed based on advice of registered medical practitioner. For sick leave of three days or more, certification of registered doctor or HSE head is required. An assessment will be carried out by HSE/ medical board if any employee is frequently availing sick leave.

3.9.2 Maternity leave

A female is granted maternity leave for a period of 16 weeks. A female employee can avail the maternity leave only twice during her tenure with the company. A female is not entitled to maternity leave unless she has completed a period of not less than nine months immediately preceding the day of the delivery. A pregnant employee should inform in writing to her supervisor confirming her delivery date along with a medical certificate. A female employee should not be dismissed during maternity leave without sufficient cause.

3.9.3 Paternity leave

A male employee is granted one week of paternity leave during his child birth. A male employee can avail the maternity leave only twice during his tenure with the company. The condition is that he stays with his wife and uses the time to look after his family and home. If he does not live with his wife then he has no right to take such leave even if he is the child's father. Such leave can be taken before and/or after the birth of a child.

3.9.4 Annual Leave

An employee will be allowed to avail 25 days of annual leave per annum. Maximum 15 days annual leave will be carried forward to the succeeding year, if any, and excess of 15 days annual leave as of December 31st will be forfeited automatically.

3.9.5 Recreation Leave (LFA)

Every employee must avail 5 annual leave at a time in a calendar year, proportionate annual leave will apply in that case.

3.10 Other Human Resources Related Activities

3.10.1 Identity Card

An employee must have their respective Identity cards with them and keep them displayed while on duty so that it is easily visible and can easily be checked against the person wearing it. External visitors, who arrive a Company premises on official business, must always be collected and escorted temporary ID cards to and from reception. ID card is not transferable to anybody. HR will issue ID card to all employees at the time of their joining. The employee will sign an undertaking that he/she will carry out all official rules in this regard.

3.10.2 Confidentiality of information

All employees must maintain secrecy in respect of all Company matters and polices. All employees are bound to retain silence regarding all business relation or other relations who could provide unauthorized information to outsiders, especially competitors. Technical or business related information should not be shared with outsiders and those will remain within the framework of sales or general information activities. A Secrecy and Loyalty Form has to be signed by all. The employees will declare that they will maintain secrecy in all matters that come to his/her knowledge during employment in the Company and shall not divulge matters relating to the operation in any respect. Non-compliance of any of the provisions contained in the declaration form would lead, at the discretion, to disciplinary actions according to Company Policy.

3.10.3 Employee Information

Outside companies or individuals may request for ex-employee or present employee information. The sharing of any of the information with them exclusively depends at the discretion. Employees may ask for Experience certificate or salary information certificate for any valid reason. In such case, company may issue such certificate to the employees. HR, in consultation with line manager, may issue such certificate.

Chapter- 4

HRM Functional & Practice of Grameenphone Ltd

4.1 Recruitment sources:

An effective recruitment always starts with the correct selection of sources of human resources. A recruited employee who has not the right skill cannot perform effectively. As a result the overall performance level is sure to deteriorate which has significant effect on the Company performance. Therefore, Grameenphone has been on continuous search of effective recruitment sources

4.2 General recruitment policies:

1. Identify hiring need

Before a position can be filled, it must be identified as available. Positions are either newly formed or recently vacated. In either case, the hiring staff should meet to generate a prioritized list of job requirements including special qualifications, characteristics, and experience wanted from a candidate.

2. Plan

It's important that all those involved in the hiring decision agree to the hiring process, steps, and communication channels to be used. The plan should include a timeline, recruitment plan, and criteria for initial candidate screening, selection committee, interview questions, and instructions for taking notes.

3. Create a job description

The agreed-upon job requirements form the basis for the job description. Other necessary information includes essential functions to be performed in the role and the advantages of working for the company (i.e., workplace environment, compensation and benefits, perks, etc.).

4. Post and promote job openings

The job listing should be advertised internally so current employees can apply and make referrals. Other avenues for promotion are the company's website, online job boards, social media, job fairs, and industry publications.

5. Recruiting

Beyond passive recruitment via job posts, the hiring staff should seek out qualified candidates via LinkedIn, social media, and industry events. This will ensure that some applications from potential candidates who are not actively searching for new jobs but who may be perfect for the role are received.

6. Applicant screening

As job applications arrive by email or via an applicant tracking system (ATS), the hiring staff reviews résumés/CVs and cover letters based on the criteria established in the planning step.

Unqualified candidates' applications are withdrawn from the applicant pool. Qualified candidates are informed of next steps beginning with a screening interview.

7. Screening interview

Initial interviews with applicants are typically phone calls with HR representatives. These interviews determine if applicants have the qualifications needed to do the job and serve to further narrow the pool of candidates. HR may also explain the interviewing process during this step.

8. Interviews

Depending on the size of the selection committee, several interviews are scheduled for each candidate.

- Early interviews are typically in-person, one-on-one interviews with applicants and the hiring manager and focus on applicants' experience, skills, work history, and availability.
- Additional meetings with management, staff, executives, and other members of the organization can be one-on-one or panel interviews, formal or relaxed, on-site, off-site, or online (Skype, Google Hangouts). These interviews are more in-depth; in some organizations, each interviewer focuses on a specific subject or aspect of the job being filled to avoid overlap between interviews and to discover more about the applicants.
- Final interviews might be conducted by the company's senior leadership or an interviewer from a previous round of interviews. These latter-stage interviews are generally extended to a very small pool of top candidates.

9. Applicant talent assessment

Before, during, or after interviews, hiring staff often assign applicants one or more standardized tests to assess personality type, talent (also called pre-employment tests), physical suitability for the job, cognition (reasoning, memory, perceptual speed and accuracy, math, and reading comprehension), and/or emotional intelligence. Some organizations also require applicants to take tests or complete assignments to demonstrate professional skills applicable to the open position.

10. Background check

One of the final steps prior to making a job offer is conducting background checks to review candidates' criminal record, to verify employment history and eligibility, and to run credit checks. Some organizations also check social media accounts (Facebook, Twitter, etc.) to make sure potential employees are likely to represent the company in a professional manner. Drug testing may also be warranted, depending on the nature of the job.

11. Decision

The hiring staff confers and evaluates applicants based on the interviews, job experience, skills and talent assessments, and all other relevant information (recommendations, e.g.). A top choice should be identified and agreed on. A backup candidate selection should be made, as well. If no candidates meet the hiring criteria, the hiring process should start over.

12. Reference checks

Once a candidate has been selected for the position, his or her professional references should be contacted. Reference checks can verify candidates' employment details including job performance, strengths, and weaknesses. A typical question to ask references is "Would you rehire this person?"

13. Job offer

Offering the job includes providing an offer letter stating the position's salary, start date, and other terms and conditions of employment that are based on the agreement between the company and the candidate. It should be clear that the candidate understands the terms of the offer. The candidate may agree and sign, initiate negotiations (typically focusing on salary), or turn down the offer.

14. Hiring

Once the candidate accepts the job offer, he or she is hired. This kicks off a phase of filling out and filing paperwork related to employment including eligibility to work forms, tax withholding forms, and company specific forms.

15. On boarding

A comprehensive on boarding process is a crucial step in the hiring process. This should involve making the new employee feel welcome even before he or she officially joins the organization. Preparing his or her workspace, providing necessary access credentials for work applications and networks, and outlining an orientation and training schedule can significantly speed up the new

4.3 Training and Development Strategies:

4.3.1 Training Need

Grameenphone training policy is to support employee training which is directly linked to the individual's specific jobs and his or her future development. The training program is expected to enhance job-related knowledge as well as develop technical and/or managerial skills. In addition to training program, employees are encouraged to search and utilize personal developmental opportunities for his/her career progression.

4.3.2 Mode of Training

Grameenphone organizes in-housing training programs for its employees. Senior staff, in-house trainers, or consultants hired for special purposes provide such training. Grameenphone provides need-based training to the employees through using appropriate external training institutes. The company also sends selected employees to other countries for attending need-based technical or management training.

4.3.3 Career Development

Career planning/development identify a sequence of development activities, formal and informal, short-term or long term that helps make an individual capable of assuming a higher position in future.

Divisions are responsible for selection employees to enhance their performance to take higher responsibility in future. Divisional Head is to facilitate the development of a subscriber's career.

Management is responsible for providing leadership and ensures effective training programs by investing in training. HR will pay facilitator's role in career development.

4.3.4 New Employee Orientation Program

When a new employee joins the Company, s/he needs to be introduced to his/her job as well as to the Company. The objectives of the orientation are to welcome the incumbent, orient him/her about the Company's vision, purpose, values, shareholders, service rules, divisional activities etc. This will make a new recruit feel s/he is part of the Company.

HR will arrange a two-day orientation program as per requirements. The representatives from each division will make divisional presentation. Each employee must attend the next available orientation program from the date of his/her joining.

4.3.5 Training Calendar

HR prepares a yearly training calendar based on the identified training needs of the employee. The management team will review and approve the calendar before implementation.

4.4 Internal sources:

It is Grameenphone's policy to give preference to appoint internal candidates provided that the employee is suitably qualified for the vacant or new position and also meets the existing and future requirements. Appointments may be made by the way of promotion, up gradation, or transfer with the approval of the authority. No one is allowed to apply for appointment during probationary period. Promoting internal employees on the basis of succession planning may also be looked into. "As a usual procedure, job vacancies in Grameenphone will be advertised through internal notices to the concerned offices.

4.5External sources:

Whenever job vacancies are required to be circulated outside, the main objective will be to attract a pool of candidates to apply from which qualified candidates for job vacancies can be chosen. Here are a number of external sources that will be used by the company:

4.6Newspaper advertisement:

Vacancy announced will be circulated by publishing advertisement in the national newspapers. The newspapers that are widely circulated will be chosen for publishing advertisement, one in English and one in Bangla.

4.7 Request to other companies:

In some cases, if deemed necessary, Grameenphone may request other companies to circulate job vacancy among their employees. Job vacancy advertisement may be posted in their notice board as well.

4.8 Employee referrals:

Employees of the Company may refer prospective job seekers to HR Department. There are professional or technical jobs which are frequently harder to fill. Employees with hard-to-find job skills may know others who may meet the desired job requirements and do the same work. In such case, employee referral method may be useful.

4.9Walk-ins and Write-ins:

Often Job seekers arrive at HR department in search of a job. They are walk-in people. Write-ins are those who send their curriculum resume for suitable position. Both groups may be asked to fill up an application blank. Their relevant information may be kept in active database file for any suitable position in future. Based on their suitability, they may be called for interview against any vacant position.

4.10 Website:

Modern information technology such as website http://www.Grameenphone .com also is utilized for advertising job vacancy of certain senior positions.

4.11 General recruitment policies:

1. Grameenphone is committed to recruit suitably qualified and experienced Bangladesh citizens for vacant positions by way of:

    a) Implementing effective and appropriate recruiting, screening and selection procedures.

    b) Identifying and implementing standard selection procedures that are relevant to education, skills, training, experience and knowledge necessary for successful job performance.

    c) Confirming the hiring procedures to country's law and in line with the Company's requirements and financial situation.

2. From manpower requisition/publishing advertisement step to placement step, a total of 29 working days will be required.

3. Individuals between the ages of 18-57 years can be hired as regular employee of Grameenphone.

4. Under no circumstances a regular or contract employee of any other company is allowed to undertake regular, long-term or short-term contract employment in Grameenphone.

5. All appointments in Grameenphone shall conform to its existing position with Grade and Salary level.

6. In the spirit of internationalism, Grameenphone may recruit senior employee from abroad in case suitable national employee could not be hired, upon approved by Board of Directors.

7. The employment status can be changed from regular to contract or vice versa depending on the situation arising from Company need or a situation that arises on the ground of performance.

8. The Grameenphone internal applicant will be entitled to travel expenses, according to the Company policy, for the interview held in other than his/her place of posting.

9. HR and the concerned line manager will maintain absolute confidently of the implementation of any part of the recruitment process. No query will be responded or no information will be provided regarding the status of any recruitment until the entire process is complete.

10. It is an important role on the part of HR to evaluate the effectiveness of recruitment methods: short-listing criteria, testing tools being used etc. an evaluation is useful to validate hiring steps and subsequently adopt better selection procedures for the company.

4.12 Selection Strategies:

Selection process includes series of specific steps used to decide who should be hired. Selection process begins when recruitment ends subject to sufficient number of applicants obtained who are willing and able to do hold the job. The purpose of the selection interview is to collect information about a candidate and assess how far he/she can perform in the job.

Selection process involves screening and appraising the applicants in a systematic manner. Those who are found not suitable for the jobs are excluded from selection tests. During selection process, Grameenphone focuses on performance-related issues whether the applicant fulfils the job requirements and can do the job. The Company uses a multiple cutoff technique including series of screening devices.

4.13 Short listing of candidates

Short listing is done on the basis of appraising information on the application form in the light of job specifications of a job being advertised. How far a candidate meets the job criteria will critically be reviewed. The short listing method should be qualitative one where managerial judgment plays an important role.

Short listing depends on the nature of job. Before short listing of candidates for tests, job criteria are set by HR and line manager. There are general and technical job criteria that a candidate has to meet for consideration of next step of selection. HR determines general

criteria while line manager determines technical criteria. Although both the type of criteria is important, however, it is the nature of job that determines which type of criteria should give more weight than other.

Short listing will be done by evaluating the following: -

1) Educational qualification: whether the candidate has the required education qualification

2) Relevant job experience and required skills: how far candidate's most recent job experiences and skills match the job requirements of the position in question.

Grameenphone follows a standard set rule of short listing of candidates. For one position the number of candidates for written test should be more than 8. The number of candidate in the oral test should not be more than 4-5.

4.14 Role of different departments in short listing :

In regard to short listing of candidates, the role of the concerned line manager and HR is crucial. HR is in better position to know exact job specifications, job challenges and job standards; therefore the responsibility of short listing rests on HR.

For non-technical positions, HR will exclusively be preparing short list of candidates. For technical positions, HR will seek line managers input, if necessary. The procedure is that line manager will send technical job criteria to HR who match those criteria and will ultimately candidates.

During short listing the following criteria must be taken into account:-
- Type of the position.
- Urgency of a personnel.
- Career development of the position.
- Importance of other related skills for those positions.

4.15 Administering tests and interview

Following short listing of prospective candidates, internal and external, appropriate employment tests such as written tests, oral tests or any other tests as deemed fit will be arranged to assess candidates suitability for the position. Through the tests candidate's selected psychological factors such as intelligence, aptitude, temperament and attitude will be measured/observed.

The main focus of employment tests will be on:-

1) Job related questions to assess in-depth knowledge of the candidate
2) assessment of mental ability, reasoning, memory etc
3) assessment of potentiality and ability to learn
4) proficiency in performing tasks
5) assessment in line with job analysis

The selection is made on the basis of successive hurdle approach. The candidates will be rejected following each of the stage or test being administered.

Performing in one test will not be considered in the succeeding tests rather the performance in the next stage will be decisive factor for selection. Written and oral test questions will be drafted by HR. A set of questions of technical nature will be drafted by line manager and be sent to HR confidentially from which few will be included random basis by HR.

While finalizing test question, HR will stick to job requirements of the position and maintain relevance, consistency and standard on the pattern of questions. The type of question will depend on the nature of the position. Usually a combination of multiple and narrative type of questions will be set in the written test.

All multiple type of answers will exclusively be checked HR. Also the non-technical narrative part of the written answer papers will be examined by HR while the technical part will be checked by line manager. The compilation of score obtained in written test will be done by HR. It is the responsibility of HR to select and call candidates for subsequent tests based on the performances of written tests.

The minimum qualifying score in the written test is 50%. Candidates who have qualified in the written test will be invited for the next selection test.

4.16 Response in Corona Pandemic

- Grameenphone also circulated a 'Stay Home' message from their network to alert 7.5 crore subscribers on avoiding public gatherings and maintaining social distance. n the fight against corona virus, frontline health workers are at the highest health risk of contracting the disease. To support them, Grameenphone has committed to the handover of 50,000 Personal Protective Equipment (PPE) to the Ministry of Health, which have been distributed to doctors working in DGHS designated hospitals.

- To help the frontline doctors keep in touch with their families from work, Grameenphone has provided them with a 30GB internet pack for BDT 1 per month. This special benefit will remain effective for the next six months for 25,000 doctors registered under DG Health.

- **Dhaka, 26 July, 2020**. Grameenphone has contributed BDT 30 crore to the Bangladesh Labour Welfare Foundation Fund for the welfare of workers during COVID-19 challenges. A three-member delegation from Grameenphone led by its Chief Human Resources Officer CHRO Syed Tanvir Husain handed over the funds to the Hon'ble Secretary of the Ministry Mr. K. M. Abdus Salam at the Secretariat.

- Grameenphone had been regularly contributing a certain portion of its profits to the Bangladesh Workers Welfare Foundation. As the highest contributor to this fund, Grameenphone has so far deposited TK 151.61crore.

Chapter-5

Findings & Analysis

5.1 Findings:

The major findings from this paper are given below:

- There is no doubt that Grameenphone Ltd. is the market leader in telecommunication business in Bangladesh.
- Its HR policy is very much organized compare to other operators.
- Compensation policy is well organized but does not have strong policy to retain employees that's why company losing its talents.
- Recruitment and selection process is very transparent but time consuming as processes are very long.
- Recruitment policy of international employee (Expatriate) is not defined.
- Compensation policy for consultant & International Employee (Expatriate) is not defined.
- Pay for performance and also reward for performance culture Increases Company's efficiency.
- Evaluation process is Transparent & effective but frequency is very high (Monthly).
- Company's does not have any formal employee merit review process
- GP management not encouraging the Employee Association.
- Training team is very much efficient but there is some lacking in transfer of training.

Do you enjoy your company's culture?

Response	No. of Employees	Percentage(%)
Very dissatisfy	**0**	**0**
Dissatisfied	**2**	**20**
Neutral	**2**	**20**
Satisfied	**4**	**40**
Very satisfied	**2**	**20**
Total	**10**	**100**

In the above table it is found that majority (40%) of the employees are satisfied, Very Satisfied 20%, Neutral 20% and dissatisfied 20%.

Does your company offer adequate opportunities for promotions and career development?

Response	No. of Employees	Percentage (%)
Very dissatisfy	**0**	**0**
Dissatisfied	**2**	**20**
Neutral	**2**	**20**
Satisfied	**5**	**50**
Very satisfied	**1**	**10**
Total	**10**	**100**

In the above table it is found that majority (50%) of the employees are satisfied, Very Satisfied 10%,Neutral 20% and dissatisfied 20% their selection process in their company is strictly based on his/her merit.

Does our company give you the tools and technologies you need to do your job well?

Response	No. of Employees	Percentage(%)
Very dissatisfy	**2**	**20**
Dissatisfied	**0**	**00**
Neutral	**1**	**10**
Satisfied	**4**	**40**
Very satisfied	**3**	**30**
Total	**10**	**100**

In the above table it is found that majority (40%) of the employees are satisfied, Very Satisfied 30%, Neutral 10% and none are dissatisfied. They all seemed happy about this opportunity.

Do you feel as though your job responsibilities are clearly defined?

Response	Percentage (%)	No. of Employees
Very dissatisfy	0%	0
Dissatisfied	10%	1
Neutral	10%	1
Satisfied	40%	4
Very satisfied	40%	4
Total	100%	10

In the above table it is found that majority (40%) of the employees are very satisfied, also (40%) are Satisfied ,Neutral 10% and dissatisfied 10%. The responsibilities found are clear about their responsibility.

Do you have a clear understanding of your career or promotion path?

Response	Percentage(%)	No. of Employees
Very dissatisfy	20%	2
Dissatisfied	10%	1
Neutral	10%	1
Satisfied	30%	3
Very satisfied	40%	4
Total	100%	10

In the above table it is found that majority (60%) of the employees are very satisfied, Satisfied 30%,Neutral 10% and dissatisfied 10%. Their selection process in their company is strictly based on his/her merit.

Do you feel your company recruitment system is right?

Response	Percentage (%)	No. of Employees
Very dissatisfy	20%	2
Dissatisfied	30%	3
Neutral	10%	1
Satisfied	30%	3
Very satisfied	10%	1
Total	100%	10

In the above table it is found that majority (30%) of the employees are satisfied, Very Satisfied are also30%,Neutral 10% and dissatisfied 30%. Their selection process in their company is strictly based on his/her merit.

Do you think your company training & development process is good?

Response	Percentage (%)	No. of Employees
Very dissatisfy	0%	0
Dissatisfied	10%	1
Neutral	30%	3
Satisfied	40%	4
Very satisfied	20%	2
Total	100%	10

In the above table it is found that majority (40%) of the employees are satisfied, Very Satisfied 20%, Neutral 30% and dissatisfied 10%.

Do you feel your company salary & benefits policy are enough?

Response	Percentage (%)	No. of Employees
Very dissatisfy	0%	0
Dissatisfied	10%	1
Neutral	40%	4
Satisfied	20%	2
Very satisfied	30%	3
Total	100%	10

In the above table it is found that majority (40%) of the employees is Neutral, Very Satisfied 30%, Satisfied 20% and dissatisfied 10%. Their process in their company is based on their company policy.

5.2 SWOT Analysis:

SWOT analysis is a process that identifies an company's strengths, weaknesses, opportunities and threats. Specifically, SWOT is a basic, analytical framework that assesses what an entity (usually a business, though it can be used for a place, industry or product) can and cannot do, for factors both internal (the strengths and weaknesses) as well as external (the potential opportunities and threats). Using environmental data to evaluate the position of a company, a SWOT analysis determines what assists the firm in accomplishing its objectives, and what obstacles must be overcome or minimized to achieve desired results: where the company is today, and where it may be positioned in the future.

Strengths:

Being the largest player in the market, GP has a considerable amount of hold in the market. The strengths of Grameenphone are as follows:

- **Established Brand:** The branding activities have led Grameenphone to build a Strong brand. The mother brand is placed on the same platform as other renowned brands like British American Tobacco, Citicorp etc in Bangladesh.

- **Low start up cost:** A low start up cost required to reach out to the public.

- **Individualism:** Although Grameenphone has close affiliation with its multinational Parent company, Grameenphone has an independent brand identity in the market.

- **Experience in telecom market:** Most of the Point of Sale (POS) i.e. the GP outlets has experience on selling telecom product. GP has the largest distribution channel in Bangladesh, which enables to offer their product in every corner of Bangladesh.

- **Well located Point of Sales (POS):** All the POS's are situated in good location, which ensures easy access for all the consumers of the product.

- **Economies of scale:** GP has now reached a stage where it enjoys economies of scale to the fullest extent. If any new punk, i.e. any new entrant tries to dig its way in by low tariff, then GP can easily counter that problem by following suit but without any losses as they are low cost producers already.

- **Wide Acceptability:** The branding activities and the service of Grameenphone have earned 69% of the market share.

- **Market Awareness:** GP has wide distribution network and good knowledge of this and therefore serves the market demand accordingly.

- **Widest Coverage:** GP has covered all over the country.

- **Extensive Market presence (availability**): To make telecommunication accessible to the mass market, GP has set up its POS in the most convenient areas of the districts under the GP network.

- **Customers Trust:** Wide connectivity, easy communication and affordable price have earned customer confidence and made people depended on GP on a day to day basis.

Weaknesses:

Every company has its weak points and GP is no exception to that rule. The weaknesses of GP are:

- **No Copyright:** The GP brands are not protected by copyrights, which has led to the misuse of the branding attributes and bears the risk of such misusage in future as well.

- **Market follower:** GP is not market leader as they follow others. GP is good at following suit rather than innovation. The proof of this can be seen now, as its

rivals reduce tariffs and increase the increased validity of the prepaid service, GP immediately followed suit. In fact it came up with a whole new package called DJUICE, consisting of reduced call rates. This attitude of GP is a very big weakness as new subscribers are immediately attracted to the price cut of GP's rivals and by the time GP follows suit, it would have lost the potential subscribers to its rivals.

- **Lack of innovation**: GP still now does not have the latest mobile Internet technology, which by the way is quite old and did not start MMS, i.e. multimedia messaging. This is a major setback for GP as new funky stuff always attracts young and enthusiastic subscribers and thereby increasing the revenue for GP.

- **Lack of working capital for Outlet and Individual agents:** This is a major setback for GP as most of the retailers cannot provide optimum service and thereby hurting GP's image to some extent.

Opportunities:

Opportunities for GP are endless. They have the money and experience to diversify. The main opportunities for Grameenphone would be:

- **Brand Value of GP:** GP products are well known for its services and quality. Because of this goodwill many potential subscribers might be attracted to GP. Such as-
  - ✓ To have continuous presence of GP all over Bangladesh.
  - ✓ Helpful attitude from GP personnel. People want pampering.
  - ✓ Marketing support provided by GP. The sales and distribution channel is supported by GP, which gives the channel a wider opportunity.
  - ✓ New licenses complementing GSM telephony.
  - ✓ Strategic alliances with airtime vendors (service providers) would bring.
  - ✓ Opportunities for further development.
  - ✓ More international roaming partners.
  - ✓ Good prepaid service would bring more revenue.
  - ✓ Ownership of distribution partners.
  - ✓ Stock return facility. Many retailers are attracted to sell GP products as GP has a policy to take back unsold stock.
  - ✓ Stock receiving facility on credit. Retailers also appreciate this facility to get stock on credit and pay later.

Threats:

No matter how big or small, companies will always have threats that question their very existence. However some threats remains within the company itself rather than from its rivals or the anticipated newcomers. These threats could arise from the strategies adopted by the company, in this case GP, which prohibit GP to function
smoothly. The threats for Grameenphone would be:

- **Public demand for discount on price:** Everyday consumers are demanding lower tariffs and better quality. This might pose a threat to GP.

- GP is anticipating a possible threat from the new entrant BTTB. The state owned fixed line monopoly BTTB has entered the market with extremely low tariffs. It is thought that the competitive environment that prevails today might be destabilized as BTTB starts operating at full potential. Currently BTTB poses very little threat to GP as they have just started their operation.

- Fluctuations in the foreign exchange market as another area of concern while possible changes in fiscal policies like the tax regime may also have a negative growth of the mobile phone sector. The import duty on Handsets has been re-fixed at BDT 3000 for a handset costing over BDT 10000 and BDT 4000 for a handset costing over BDT 10000. This would replace the existing BDT 2500 flat rate of import duty on handsets.

Chapter-6

Recommendations & Conclusion

5.1 Recommendation:

After all the analysis and the findings about Grameenphone, my recommendations are given below:

- Grameenphone should give more concentration to attract & retain employee.

- Recruitment and selection process is time consuming so GP should review the recruitment & selection policy.

- Recruitment & Compensation policy for consultant & International Employee (Expatriate) should be defined.

- Grameenphone should have formal employee merit review process

- Company should encourage Employee association.

- Need to ensure transfer of Training to make the training of employee effective.

- GP should give more focus on the recommendations &insights of Exit interview.

- Grameenphone should more emphasis on Emerging Pay Systems which is a transformation from Traditional to Emerging Pay Systems like Performance based pay, Pay for knowledge and skills, Pay for competencies, Incentive pay systems.

Network Availability:

Sometimes poor network is the vital problem for the subscribers due to some planned works. So it should be solved technically to ensure the users to enjoy full fledge of networks. If GP is having lack of technical equipment or technical hands they should immediately fulfilled the desired necessity.

Coverage:

Main attraction behind Grameenphone Services is the nation-wide roaming facility; but still needs to increase the coverage and scope are still there.

Charge:

GrameenPhones provides less facility for the subscribers. It should charge the users the least amount as its intention should be in long run, economies of scale.

5.2 Conclusion

Grameenphone still has a positive image in the Mobile market. Due to its various innovative products and wide market coverage, strong network, at cheap rate with various service centers and its value added services, it can be considered as the market leader in the telecommunication industry and its competitors are far behind. The Pre-Paid System has huge market demand. The people, process and physical evidence of its services, builds the image and demand of Grameenphone. By people it is meant the employees who interact with the customers directly, and the company's customers. Gaps in physical evidence occurs when customer's have problems with their SIM (lost SIM, blocked, card error etc), handset, or any other problem regarding connection that takes place due to the customer's own fault. As subscriber's has to pay for any replacement, they feel these hassles and costs could have been avoided if Grameenphone wished.

GP could have avoid these problems through training their customers on the proper use of handling phones, training on handsets and also informing them about the rules and regulations of the company individually as a part of value added service.

Appropriateness of technology in the context of a poor economy is not an issue, the appropriateness of institutions is. Institutions need to be developed that can deliver the technology to the common people so that they themselves can harness its power. Just as aspirin lowers fevers in both adults and children but children need syrups while adults can handle tablets, special delivery mechanisms may need to be developed for growing needs of the technology. Grameenphone has not created any new technology, but it has established a new way, compatible with economic and social circumstances in rural Bangladesh, to provide access to telephones for the rural people in Bangladesh.

Chapter-7

Questionnaire

Company & Contact Information 1 :

- Company Name: _____
- Location(s)Papered:_____
- Contact Regarding Data Submittal: Name and Address for Survey Results: Name:_____
  Name:_____
  Title:_____
  Title:_____
- Company Information:
- Type of Business:
- Annual Sales Volume:
- Number of Employees:
- Annual Revenue:
- Total Asset Size:
- Are your employees represented by a Union? [ ] No [ ] Yes
- If yes, how many employees are represented by a union? ____

Compensation Practice and Policy Information 2 :

1. Do you enjoy your company's culture?

2. Does your company offer adequate opportunities for promotions and career development?

3. Does our company give you the tools and technologies you need to do your job well?

4. Do you feel as though your job responsibilities are clearly defined?

5. Do you have a clear understanding of your career or promotion path?

6. Do you feel your company recruitment system is right?

7. Do you think your company training & development process is good?

8. Do you feel your company salary & benefits policy are enough?

Benefit Information 3 :

Please mark the benefit plans offered to your employees:

Benefit Plan	**Exempt**	**Non-Exempt**
Pension Plan		
Retirement Profit Sharing		
Medical		
Dental		
Vision		

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