

HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT AT UFONE



(A project submitted in the partial fulfillment of the requirements for the degree of
Masters of Business Administration-MBA)

SUBMITTED BY: FARYAL QURESHI (121062-020)
KASHIF TASAADDUQ (121062-029)
MEHREEN BASHIR (121062-039)

SUPERVISED BY: MRS. TEHMINA KHAN



**BAHRIA INSTITUTE OF MANAGEMENT AND
COMPUTER SCIENCES,
BAHRIA UNIVERSITY,
ISLAMABAD.**

ABSTRACT

This project has been done with the intention to get a full insight into the working of the big corporations in the dynamic world of today. This project sheds light on the human resource management practices of Ufone.

Being the second largest mobile telecommunication service provider in the Pakistan telecom sector Ufone faces a lot of tough competition from the other telecom companies regarding retention of employees and providing best services to its customers. Ufone takes pride in its employees and has made every effort to give the best to its employees. Ufone faces problems regarding its biggest asset- its employees. The problems do not arise due to inefficient policies or procedures they are just the result of dynamism of this world and the stiff competition faced by the companies.

In order to get accurate and up to date information regarding the HR activities of Ufone, interview was done with two HR Executives, they provided all the necessary information which made it possible to carry out a detailed research. To get the views of employees regarding the numerous HR activities carried out by their organization they were given questionnaire and asked to express their view. Thirty employees were taken as sample and the Islamabad office was consulted to facilitate our research.

Ufone faces the biggest problem of high turnover rate which is having the most adverse effect on the company than any

other problem they are facing. The high turnover rate gives a bad name to the company and influences the number of potential employees which might join the organization. Due to some reason or the other employees leave the organization and as they leave, the company faces the dilemma of delays in work, waste of resources on training of the employee who left, loss of reputation and definitely disruption in work.

The suggestions include a proper planned out career development process which will ensure the employee that he/she will become a very vital part of the organization and this will not only boost his/her ego but will also motivate him/her to do the best and prove his/her worth. The non-monetary benefits will make the employee feel more valuable and will encourage him/her and will certainly make him/her more satisfied with the work done.

The introduction of flexi-plans will be of great help to the employees who have multiple responsibilities on their shoulders and when the organization shows that it cares about its workers then workers too give in their best in whatever assignment they are handed over.

All in all this project will not only let everyone know about the best practices in the market but will also provide the ways to make the best the perfect.

TABLE OF CONTENTS

<u>1. INTRODUCTION:</u>	1
• RATIONAL OF THE STUDY.....	2
• OBJECTIVE OF THE STUDY.....	2
• METHOD.....	3
• SAMPLE AND PROCEDURE.....	3
• INSTRUMENT AND MEASUREMENT.....	3
• SCOPE AND LIMITATIONS.....	3
<u>2. INDUSTRY OVERVIEW:</u>	4
• THE CELLULAR NETWORK IN PAKISTAN.....	5
<u>3. ORGANIZATION OVERVIEW:</u>	8
• Ufone.....	9
<u>4. HUMAN RESOURCE MANAGEMENT IN Ufone:</u>	15
HUMAN RESOURCE DEPARTMENT	16
• ROLE OF HR DEPARTMENT.....	16
• FUNCTIONS OF HR DEPARTMENT.....	16
• ASSESSING WORK AND WORK OUTCOMES.....	18
<u>5. MAIN ASPECTS OF HRM IN Ufone:</u>	19
RECRUITMENT & SELECTION	22
ACQUIRING HUMAN RESOURCES:	22
• GETTING THE RIGHT PEOPLE	
• GETTING THE PEOPLE RIGHT	
• PLANNING THE RECRUITMENT PROCESS	
TYPES OF SELECTION METHODS:	27
• INTERVIEWS	
• REFERENCES AND BIOGRAPHICAL DATA	
• COGNITIVE ABILITY TESTS	
• PERSONALITY INVENTORIES	
• WORK SAMPLES	
ORGANIZING THE INDUCTION OF NEW RECRUITS	29
• ADVANTAGES	
• APPOINTING A MENTOR	
• PLANNING THE INDUCTION	
• PREPARING THE WORK AREA	
• INTRODUCING THE RECRUIT	
• EMPHASISING THE IMPORTANCE	
• PLANNING A BALANCED INTRODUCTION TO THE WORK	
• CLARIFYING PERFORMANCE STANDARDS	
• CONDUCTING REGULAR REVIEWS OF PROGRESS	

ROLE OF HR RECRUITMENT:.....	32
• PERSONNEL POLICIES	
RECRUITMENT SOURCES:.....	33
• INTERNAL VS. EXTERNAL SOURCES	
• DIRECT APPLICANTS AND REFERRALS	
• ADVERTISEMENTS IN NEWSPAPERS AND PERIODICALS	
• COLLEGES AND UNIVERSITIES	
RECRUITMENT CHANNELS:.....	35
• JOB POSTING PROGRAMS	
• DEPARTING EMPLOYEES	
TRAINING & EMPLOYEE DEVELOPMENT:.....	36
TRAINING.....	36
DESIGNING EFFECTIVE TRAINING SYSTEMS:.....	37
• CONDUCTING NEEDS ASSESSMENT	
• CREATING A LEARNING ENVIRONMENT	
• ENSURING TRANSFER OF TRAINING	
SELECTING TRAINING METHODS.....	41
• PRESENTATION TECHNIQUES	
• HANDS-ON TECHNIQUES	
• GROUP BUILDING TECHNIQUES	
EVALUATING TRAINING PROGRAMS.....	44
DEVELOPING HUMAN RESOURCES.....	44
APPROACHES TO EMPLOYEE DEVELOPMENT:.....	45
• FORMAL EDUCATION	
• ASSESSMENT	
• JOB EXPERIENCES	
• DEVELOPMENT FOR MANAGERS WITH DYSFUNCTIONAL BEHAVIOURS	
COMPENSATION:.....	48
COMPENSATING HUMAN RESOURCES.....	48
DEVELOPING PAY LEVELS:.....	49
• MARKET PRESSURES	
EMPLOYEES AS A RESOURCE.....	49
• DECIDING WHAT TO PAY	
• EMPLOYEE COMPENSATION	
• EMPLOYEE PARTICIPATION IN DECISION MAKING	
• EMPLOYEE BENEFITS	
CAREER DEVELOPMENT:.....	52
CAREER PLANNING.....	52
CAREER DEVELOPMENT ISSUES:.....	42
• SOCIALIZATION AND ORIENTATION	
• CAREER PLATEAUIING	
• SKILLS OBSOLESCENCE	
• COPING WITH JOB LOSS	
• RETIREMENT	

<u>6. QUESTIONNAIRE ANALYSIS:</u>	57
• EMPLOYEE QUESTIONNAIRE ANALYSIS.....	57
<u>7. PROBLEMS FACED DURING HRM IN UFONE:</u>	64
• NO ASSESSMENT CENTRES	
• HIGH TURNOVER RATE	
• SUCCESSION PLANNING	
• WHOM AND WHEN TO TRAIN	
<u>8. SOLUTIONS AND RECOMMENDATIONS:</u>	69
<u>9. CONCLUSION:</u>	78
<u>APPENDIX AND REFERENCES</u>	82