Internship Report
On

Performance Management System of Employees in Bangladesh: A Case Study on Excel Telecom (Pvt.) Limited

Submitted by:
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Program: Bachelor of Business Administration
Major: Human Resource Management
Semester: Fall-2024

Submitted to:

Department of Business Administration
Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of
Bachelor of Business Administration



Sonargaon University (SU)

147/I, Green Road, Tejgaon, Dhaka-1215, Bangladesh.

Date of Submission: January 07, 2025

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147/I, Green Road, Tejgaon, Dhaka-1215, Bangladesh.

Date of Submission: January 07, 2025

Letter of Transmittal

Date: January 07, 2025

Md. Rasel Hawlader
Assistant Professor
Department of Business Administration
Sonargaon University (SU)

Subject Submission of Internship Report.

Dear Sir,

I am pleased to submit the detailed proposal for a **Performance Management System of Employees in Bangladesh: A Case Study on Excel Telecom (Pvt.) Limited.** This document outlines the framework, methodology, and implementation strategies designed to enhance employee performance and align individual objectives with the company's overarching goals.

The proposed system integrates modern performance assessment techniques, continuous feedback mechanisms, and professional development opportunities. It aims to foster a culture of accountability, motivation, and collaboration, ensuring long-term success and growth for your organization.

Should you have any questions or require further details, I am available to discuss the proposal at your convenience. Thank you for the opportunity to contribute to Excel Telecom's ongoing development and success.

Sincerely Yours,

.....

Mehedy Hasan Jihad
ID: BBA2101022068
Program: BBA
Major in Human Resource Management
Department of Business Administration
Semester: Fall 2024
Sonargaon University (SU)

Letter of Acceptance

This is to certify that thesis paper of **"Performance Management System of Employees in Bangladesh: A Case Study on Excel Telecom (Pvt.) Limited"** has been prepared as a part of completion of the Bachelor of Business Administration (BBA) program from Department of Business Administration, Sonargaon University (SU), carried out by **Mehedy Hasan Jihad**, bearing **ID: BBA2101022068** under my supervision.

The report or the information will not be used for any other purposes

.....

Md. Rasel Hawlader
Assistant Professor
Department of Business Administration
Sonargaon University (SU)

Student's Declaration

I do hereby declare that the Internship Report on "**Performance Management System of Employees in Bangladesh: A Case Study on Excel Telecom (Pvt.) Limited**" is prepared by my own language and style. The authority of national university reserve the right to cancel/reject this Report if it is proved that the Report is not prepared by me or copied or borrowed without proper acknowledges.

…….

Mehedy Hasan Jihad
ID: BBA2101022068
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Acknowledgement

For the fear of sounding like a vote of thinks. I could not possibly thank all of those marvelous people who have contributed something of them to this report. They are of course some special people who cannot go without mention.

At first I express my deepest gratitude to almighty Allah for giving me the strength and composure to finish the task within the schedule time.

I would like to thank to my respectable teacher Mr. **Md. Rasel Hawlader** for giving me the opportunity to do this job under his guidance.

Then I would like to thank to the officials of Excel Telecom (Pvt.) Ltd. for their cooperation and excellent support to produce the relevant information and convey my special thanks to **Mr. Towhid Hasan,** Sr. Manager, Human Resources Department of Excel Telecom (Pvt.) Ltd. for his suggestions and kind considerations. Without his help this report might not have been a comprehensive one. Once again I would like to express my sincere appreciation and gratitude to him for his kind help in the preparation of this report.

There are times in such projects when the clock beats you time and again you run out of energy and just want to finish at once and forever. My friends, Teachers and inmates made me endure such times with their unfailing humor and warm wishers.

Finally, I am grateful to all of the cooperative staffs of the production department.

Thanks and best regards,

Mehedy Hasan Jihad
BBA2101022068
Semester: Fall, 2024
Sonargaon University

Executive Summary

The topic of this report was Performance Management System of Employees in Bangladesh: A Case Study on Excel Telecom (Pvt.) Limited. This report is originated as a partial requirement of BBA program, Department of Business Administration, Sonargaon University. Excel Telecom (Pvt.) Ltd. started its operation in Bangladesh in 2006, has now grown to become the nation's one of the leading Mobile Brand Companies. Excel Telecom has established itself as a key player in the distribution of mobile handsets and accessories across the country. As a dynamic organization operating in a competitive market, its success relies significantly on effective performance management strategies. The performance management system at Excel Telecom is designed to align employee goals with the company's strategic objectives, ensuring a culture of accountability, continuous improvement, and high performance. The system incorporates a blend of goal setting, performance appraisals, feedback mechanisms, and employee development programs. Key components of this system include: Goal Alignment: Employees' performance objectives are closely tied to organizational priorities, facilitating a focused and results-driven approach. Appraisal Process: A structured semi-annual and annual review process evaluates employee contributions, identifying top performers and areas requiring development. Feedback Culture: The company emphasizes open communication between managers and employees, fostering trust and engagement through regular feedback sessions. Training and Development: Excel Telecom invests in up skilling its workforce, offering training sessions, workshops, and mentorship programs to enhance individual and team performance. Performance-Based Rewards: Incentives and recognition schemes are in place to motivate employees and reinforce a meritocratic work environment. Despite its robust framework, Excel Telecom faces challenges such as ensuring consistency in appraisal standards, integrating advanced technology for performance tracking, and addressing employee concerns regarding fairness in evaluations. Recommendations for improvement include adopting digital performance management tools, enhancing transparency in decision-making, and implementing a more dynamic feedback loop. This executive summary underscores the critical role of Excel Telecom's performance management system in driving organizational success, while highlighting opportunities for refinement to maintain its competitive edge in Bangladesh's telecom sector.

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Chapter-01

Introduction

1.1 Introduction

This report is originated as the major part of BBA program of SU and **"Performance Management System of Employees in Bangladesh: A Case Study on Excel Telecom (Pvt.) Limited".** To prepare the report as an apprentice I have taken necessary assistance from the **Excel Telecom (Pvt) Ltd.** during my thesis period.

1.2 Objective of the report

Primary Objective:

- To study the Performance Management System of the employees of Excel Telecom (Pvt.) Ltd.

Secondary Objectives:

- To study and observe the adequacy of present Performance Appraisal technique being followed in Organization.
- To assemble the feedback of appraiser and appraisee about the current Performance Training strategy.
- To collect data about the disadvantages of the Performance Management System set up in the organization.

1.3 Methodology

The study is bases on both primary as well as secondary data. Methodology of this internship report is given below:

Primary Data

The primary data are fact and figures that are newly collected for the purpose of current research. Two types of primary data are used:

i) Observational data (Watching People)
ii) Questionnaire data (Asking People)

So the primary data collected by interviewing the organization's officials time to time.

Secondary Data

The secondary data are facts and figures that have already been recorded the project at hand. In the organization profile we have collected the data in the following ways:

i) From the organizational Brochures/Annual Reports.
ii) Online Information.
iii) Related literature of Dhaka Stock Exchange and Securities Exchange Commissions has also been consulted.
iv) Observational method will also be used in this study.

1.4 Limitations of the Study

The limitations of this report are as below:

- Due to time restraint, I could not make a more detailed report.
- Study on performance management system needs lot of research which involved enormous cost so lack of fund was also one of the major limitations.
- Respondent's unwillingness on providing confidential information. They felt they are leaking out some information, which they are not supposed to.
- Most of the respondents were not knowledgeable with the whole system of the performance management system.

Chapter-02

Theoretical Discussion

2.1 Theoretical Discussion

Performance Management System is the procedure by which managers improve the performance of their employees by using their capacity to compensate, discipline as fitting. Performance is comprehended as accomplishment of the organization in connection with its set objectives. It incorporates results accomplished, or achieved through commitment of people or groups to the association's vital objectives. Performance Management System, the board frameworks, which regularly incorporate performance evaluation. Performance appraisal is characterized as the way toward evaluating the performance and progress of an employee or a group of employee on a given job and their potential for future development. It comprises of every single conventional system utilized in working associations and capability of representatives.

2.2 Objectives of Performance Management

Performance Management should be possible in light of following goals:

- To keep up records so as to decide remuneration packages, wage structure, pay rates raises, and so on.
- To distinguish the qualities and shortcomings of workers to put right men on right position.
- To keep up and survey the potential present in an individual for further development and improvement.
- To give an input to representatives with respect to their presentation and related status.
- It fills in as a reason for impacting working propensities for the representatives.
- To survey and hold the limited time and other preparing programs.
- To judge the hole between the genuine and the ideal execution.
- Helps to reinforce the connection between prevalent subordinate and the board workers.

2.3 Main Purposes of Performance Management

- Individual Rewards (Base and Incentive)
- Feedback for Sub-Ordinate (Plus and Minus)
- Recognition of Superior Performance
- Documentation of Weak Performance
- Personnel Decision-Making
- Future Goal Commitments (Planned Achievements)

2.4 Advantage of Performance Management

❑ **Promotion**

Performance Management System encourages the managers to chalk out the development programs for talented representatives. In this respects, inefficient employees can be expelled or downgraded in such situations.

❑ **Compensation**

Performance Management helps in chalking out remuneration packages for employees. Performance rating is conceivable through performance appraisal. Performance appraisal attempts to offer worth to an exhibition. Remuneration packages which incorporate reward, significant pay rates, additional advantages, allowances and pre-requirements are reliant on performance evaluation. The criteria should be merit as opposed to status.

❑ **Employee Development**

The methodical methodology of performance evaluation causes the supervisors to outline preparing strategies and projects. It serves to study strengths and weaknesses of employees with the goal that new openings can be intended for productive employees. It likewise helps in encircling future development programs.

❑ **Selection Validation**

Performance Evaluation encourages the supervisors to comprehend the legitimacy and significance of the selection strategy. The supervisors come to know the legitimacy and

accordingly the qualities and weaknesses of selection strategy. Future changes in selection strategies can be made in such manner.

- **Communication**

For an organization, successful communication among employees and employers is significant. Through performance evaluation, communication can be looked for in the following manners:

- Through performance evaluation, the businesses can comprehend and acknowledge aptitudes of subordinates.
- The subordinates can likewise comprehend and make a trust and trust in supervisors.
- It additionally helps in keeping pleasant and suitable work management relationship.
- It builds up the spirit of work and lifts the confidence of employees. All the above elements guarantee effective communication.

- **Motivation**

Performance evaluation fills in as an inspiration apparatus. Through assessing performance of employees, an individual's effectiveness can be resolved if the objectives are accomplished. This very well persuades an individual for better occupation and encourages him to improve his exhibition later on.

2.5 Methods of Performance Evaluation

❖ Traditional Methods:

- Paired comparison
- Graphic Rating scales
- Forced choice Description method
- Forced Distribution Method
- Checks lists
- Free essay method
- Critical Incidents

- Field Review Method
- Confidential Report
- Ranking

❖ Modern Methods:

- Assessment Center
- Appraisal by Results or Management by Objectives
- Human Asset Accounting
- Behaviorally Anchored Rating scales

❖ Paired Comparison Method:

Grade representative by making a diagram of every single pair of the employees for every characteristic and showing which the better employee of the pair is. In combined assessment the supervisor contrasts every employee and each other employee in the group and rates each as either superior or weaker of the pair. After all assessments are made, every employee is assigned out a summary or grading dependent on the quantity of superior scores got.

❖ Forced Choice Method:

In this, the rater is given a progression of reports about an employee. These reports are prepared in blocks of at least two, and the rater demonstrates which report is most or least expressive of the employee. This methodology is known as the forced choice method in light of the fact that the rater is compelled to choose explanations which are readymade.

❖ Forced Distribution Method:

Like rating on a bend; prearranged percentage of rates are put in different classes (top 10%, center 80% and base 10%, and so on.) are put in different execution classifications. The extents in every classification need not to be even.

❖ Critical Incident Method:

To track strangely positive or negative instances of a representative's business related conduct and survey with the employee. The supervisor’s consideration is centered on explicit or basic practices that different compelling from inadequate performance.

❖ Essay Method:

An attribute method to performance appraisal that requires the rater to combine a report describing employee behavior.

- Write a Behavioral Statement
- Strengths versus Weaknesses
- Describe Selected Traits
- Evaluate Performance

❖ Field Review Method:

This is an evaluation by somebody outside the surveys claim division, for the most part somebody from the corporate office or the HR department. The outcast surveys representative records and holds interviews with the rate and his or her supervisor. The technique is fundamentally utilized for settling on special choices at the administrative level. Field surveys are likewise helpful when equivalent data is required from representatives in various units or areas.

❖ Behaviorally Anchored Rating Scale Method (BARS):

It targets joining the advantages of story basic occurrences and evaluated appraisals by tying down a measured scale with explicit account instances of good and lackluster showing. It requires five stages:

- Generate basic occurrences
- Develop execution measurements
- Reallocate incidents
- Scale the episodes
- Develop a final instrument.

❖ MBO (Management by Objectives) Method:

It was Peter F. Drucker who first gave the idea of MBO to the world route in 1954 when his The Practice of Management was first distributed. Utilization of MBO in performance examination is an ongoing reasoning.

It includes setting explicit quantifiable association wide objectives with every employee and afterward occasionally auditing the advancement made. It includes six stages:

- Set the association's objectives
- Set departmental objectives
- Discuss departmental objectives
- Define anticipated outcomes
- Performance audits
- Provide criticism



Assessing the performance of managers and experts is the board by objectives.

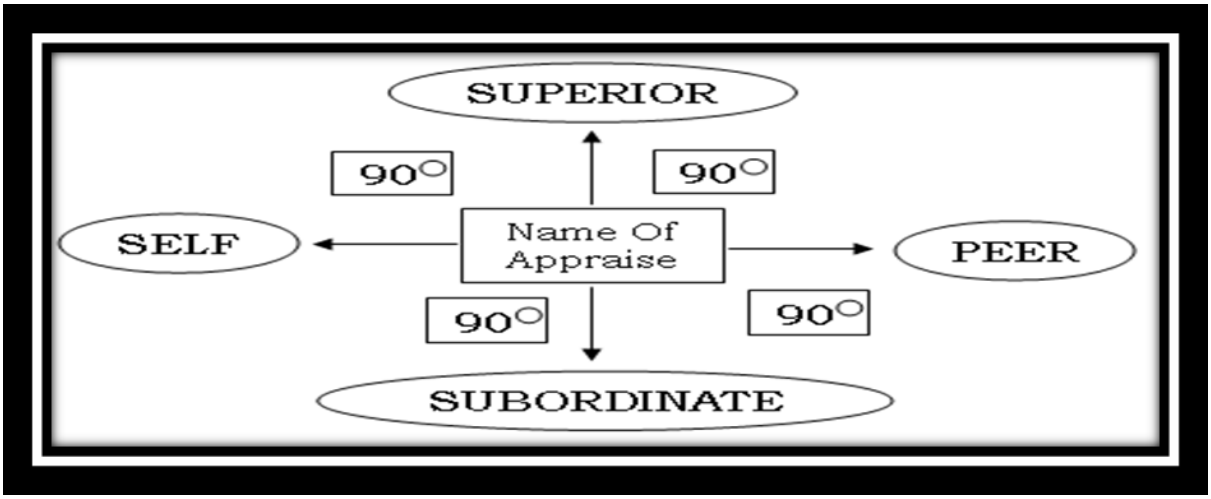
Employee meets with his/her superior and concurs on a lot of objectives to accomplish during a particular timeframe.

All through this period, progress toward the objective is observed, however the employee is left commonly allowed to decide how to approach meeting them.

Toward the finish of the period, the employee and the superior again meet than assess whether the objectives were accomplished and to choose together on another arrangement of objectives.

❖ 360 Degree Performance Appraisal:

Regular appraisers are: directors, peers, subordinates employees themselves clients of administration and specialists. Performance evaluation by every one of these parties is known as " 360 DEGREE PERFORMANCE APPRAISAl".



o Supervisors:

Supervisors incorporate superiors of the employee different superiors knowing about crafted by the employee and division head or director.

o Peers:

Peer evaluation might be consistent if the work bunch is steady over a sensibly significant stretch of time and perform assignments that require joining.

o Subordinates:

The idea of having superior evaluated by subordinates is being utilized in many organizations today particularly in developed countries.

○ Self-Appraisal:

People comprehend to target their accomplishment and the standard by which they are to be assessed, they are to an extraordinary stretch out in the best position to evaluate their very own performance.

o Users of Service Customers:

Employee performance in administration organization identifying with practices, quickness, speed in carrying out the responsibility and exactness, can be better made a decision by the clients or clients of services.

- Consultants:

Every now and then experts might be engaged in for assessment when employees or employers not believe manager and the board does not confide in the self-evaluation a peer evaluation or subordinate appraisal.

- Assessment Center Method:

An Assessment Center is a focal area where mangers may meet up to have their investment in work related activities assessed via prepared observers. Generally utilized for official contracting, assessment centers are currently being utilized for assessing administrators or supervisory potential.

2.6 The Post Appraisal Interview

Through this interview we get to know an employee's feedback information, and a chance to the appraiser to represent his rating.

Further it causes both the gatherings to survey measures, set new models dependent on the truth factors and encourages the evaluation to offer his proposal, help, and guide and mentor the representative for his progression.

In this manner, the post evaluation meet is intended to accomplish the accompanying the destinations.

- To let worker realize where stand.
- To assist representative with improving occupation by explaining what is anticipated from them.
- To plan open doors for improvement and development.
- To give a chance to representatives to convey what needs be on execution related issue.

Chapter-03

Excel Telecom (Pvt.) Ltd. At A Glance

3.1 Historical Background

Excel Telecom (Pvt.) Ltd. is a leading telecommunication distributor in Bangladesh, established in 2006 under the Labib Group. The company began its journey by partnering with Nokia and later transitioned to Samsung in 2015, becoming Samsung's exclusive distribution partner in the country.

Excel Telecom (Pvt.) Ltd. mission to import and distribute quality cellphone devices in Bngladesh. Their mission statement is : "To enrich the quality of life through responsible application of knowledge, skills and technology. Committed to providing advanced communication services and solutions to customers."

3.2 Key Milestones and Achievements:

Distribution Network:

- Over 40 Samsung Brand Shops nationwide, operating under the name X-Telecom.
- A robust network of 300 partners and 2,000+ retail outlets, ensuring nationwide reach.

E-commerce Presence:

- Manages the official Samsung online store in Bangladesh, Excel eStore (**excelestore.com.bd**).

Operational Excellence:

Products and Services:

- Import and distribution of a range of Samsung mobile devices, including feature phones, smartphones, and consumer electronics.
- Operation of Samsung service centers to provide after-sales support and technical assistance.

Commitment to Customer Satisfaction:

- Implements policies to ensure timely product delivery and high-quality customer service.

Workplace Safety and Security: Excel Telecom prioritizes the safety and security of its employees and operational facilities. Measures include:

1. Installation of CCTV systems and fire alarms.
2. Emergency exits and sprinkler systems.
3. Regular training for emergency preparedness.

3.3 Core Values and Objectives:

Excel Telecom focuses on innovation, employee development, and customer-centric approaches to sustain its leadership in the industry. By aligning its operations with Samsung's global standards, the company ensures excellence in service delivery and organizational performance.

- **Excel Telecom (Pvt.) Ltd.**

Excel Telecom (Pvt.) Ltd is a leading telecommunication distributor in Bangladesh, established in 2006 under the Labib Group. It specializes in the import, distribution, and retail of Samsung mobile phones and accessories. As Samsung's exclusive distribution partner in the country since 2015, the company manages over 40 Samsung Brand Shops, an extensive retail network with 300+ partners, and the official Samsung e-commerce platform, Excel eStore. Excel Telecom is committed to delivering superior products, ensuring customer satisfaction, and driving innovation in the competitive telecom sector.

3.4 Excel Telecom (Pvt.) Ltd. Product List.

Category	**Product Name**
Smartphones	Samsung Galaxy S24 Ultra
Smartphones	Samsung Galaxy A55 5G
Tablets	Samsung Galaxy Tab S10 Ultra
Tablets	Samsung Galaxy Tab A9+ 5G
Accessories	Samsung Galaxy Buds2 Pro
Accessories	Samsung Galaxy Watch6 Classic
Feature Phones	Samsung Guru Music 2

1. Samsung Galaxy S24 Ultra

The Samsung Galaxy S24 Ultra, released in January 2024, is a flagship smartphone that combines cutting-edge technology with premium design. Key features include:

Display: 6.8-inch Dynamic AMOLED with a 120Hz refresh rate, offering a resolution of 3120 x 1440 pixels for vibrant and smooth visuals.

Processor: Powered by the Qualcomm Snapdragon 8 Gen 3 chipset, ensuring top-tier performance for demanding applications and multitasking.

Memory and Storage: Equipped with 12GB of RAM and available in storage options of 256GB, 512GB, and 1TB, providing ample space for apps, media, and files.

Cameras:

Rear Cameras:

- 200MP main sensor for exceptional photo clarity.
- 12MP ultra-wide lens for expansive shots.
- 10MP telephoto lens with 3x optical zoom.
- 50MP periscope lens offering 5x optical zoom for detailed distant captures.

Front Camera: High-resolution sensor designed for sharp and vibrant selfies.

Battery: 5000mAh capacity supporting 45W wired fast charging and wireless charging capabilities, ensuring prolonged usage with quick recharge times.

Operating System: Runs on Android 14, with Samsung's One UI enhancements, providing a user-friendly and customizable interface.

Additional Features:

- 5G connectivity for rapid internet speeds.
- In-display fingerprint sensor for secure and convenient unlocking.
- S Pen support, enhancing productivity and creative capabilities.

The Galaxy S24 Ultra stands out with its advanced camera system, high-performance hardware, and premium build quality, making it a top choice for users seeking a flagship smartphone experience.

2. Samsung Galaxy A55 5G

The Samsung Galaxy A55 5G, released in March 2024, is a mid-range smartphone that balances performance, design, and affordability. Key specifications include:

Display: 6.6-inch FHD+ Super AMOLED with a 120Hz refresh rate, offering a resolution of 2340x1080 pixels for vibrant and smooth visuals.

Processor: Powered by Samsung's Exynos 1480 chipset, ensuring efficient performance for daily tasks and multitasking.

Memory and Storage: Available configurations include 6GB, 8GB, or 12GB of RAM, with internal storage options of 128GB or 256GB. Storage is expandable via a hybrid microSD slot, supporting up to 1TB.

Cameras:

Rear Cameras:

- 50MP main sensor with Optical Image Stabilization (OIS) for clear and stable photos.
- 12MP ultra-wide lens for capturing expansive scenes.
- 5MP macro lens for detailed close-up shots.

Front Camera: 32MP sensor designed for high-quality selfies and video calls.

Battery: 5000mAh capacity supporting 25W fast charging, providing ample power for extended use throughout the day.

Operating System: Runs on Android 14, with Samsung's One UI enhancements, offering a user-friendly and customizable interface.

Additional Features:

- 5G connectivity for rapid internet speeds.
- In-display fingerprint sensor for secure and convenient unlocking.
- IP67 rating for dust and water resistance, providing durability in various environments.

3. Samsung Galaxy Tab S9 Ultra

The **Samsung Galaxy Tab S9 Ultra** is a flagship tablet designed for productivity, entertainment, and creativity. Here are its key facilities and features:

Display and Build

14.6-inch Dynamic AMOLED 2X Display: Offers vibrant colors, deep contrasts, and a 120Hz refresh rate for smooth scrolling and immersive viewing experiences.

Resolution: 2960 x 1848 pixels, providing sharp and detailed visuals.

Durability: IP68-rated water and dust resistance, ensuring resilience in various environments.

Performance

Processor: Powered by the Qualcomm Snapdragon 8 Gen 2 chipset, delivering high-speed performance for multitasking and demanding applications.

Memory and Storage:

- Configurations up to 16GB RAM.
- Storage options of 256GB, 512GB, and 1TB, expandable via microSD.

Operating System: Android 13 with Samsung's One UI, providing a user-friendly and customizable interface.

S Pen Support

Includes an **S Pen** with ultra-low latency, making it ideal for drawing, note-taking, and editing.

The pen is also IP68-rated and magnetically attaches to the tablet for easy storage and charging.

Cameras

Rear Cameras:

- 13MP main camera.
- 8MP ultra-wide camera for capturing expansive scenes.

Front Cameras:

- Dual 12MP cameras designed for high-quality video calls, offering wide-angle views and intelligent framing.

Battery and Charging

Battery: Massive 11,200mAh capacity for extended usage.

Charging: 45W fast charging support ensures quick recharge times.

Multimedia and Productivity

Sound: Quad speakers tuned by AKG with Dolby Atmos support for an immersive audio experience.

Productivity Features:

- Samsung DeX for a desktop-like experience.
- Multi-window support for multitasking.
- Compatibility with external keyboards and accessories.

Connectivity

5G and Wi-Fi 6E Support: Ensures ultra-fast internet connectivity.

Ports: USB-C for fast data transfer and charging.

Additional Features

Security: In-display fingerprint scanner for secure access.

Gaming: Optimized for high-end gaming with advanced cooling systems.

Accessories: Compatible with Galaxy ecosystem devices for seamless integration.

The **Samsung Galaxy Tab S9 Ultra** is ideal for professionals, creators, and entertainment enthusiasts who need a powerful, versatile tablet for work and play.

4. Samsung Galaxy Tab A9+ 5G

The **Samsung Galaxy Tab A9+ 5G** is a mid-range tablet designed for affordability, portability, and functionality, catering to users seeking versatile entertainment and productivity features. Here are its key facilities:

Display and Build

11.0-inch LCD Display: Delivers crisp visuals with a resolution of 1920 x 1200 pixels, suitable for watching videos, reading, and browsing.

Refresh Rate: 90Hz for smoother scrolling and gaming experiences.

Slim and Lightweight Design: Easy to carry, making it ideal for on-the-go use.

Performance

Processor: Qualcomm Snapdragon 695 chipset ensures efficient performance for daily tasks and moderate multitasking.

Memory and Storage:

- **RAM**: Configurations of 4GB or 6GB.
- **Storage**: 64GB or 128GB internal storage, expandable via a microSD card up to 1TB.

Operating System: Android 13 with Samsung's One UI Core, offering a simplified and intuitive interface.

Battery and Charging

Battery: 7,040mAh capacity ensures prolonged usage for web browsing, media playback, and more.

Charging: 15W fast charging for quick power-ups.

Cameras

Rear Camera:

- 8MP sensor for capturing clear photos and videos.

Front Camera:

- 5MP sensor designed for video calls and selfies.

Connectivity

5G Support: Enables high-speed internet connectivity for streaming, downloading, and online gaming.

Wi-Fi and Bluetooth 5.1: Provides stable and fast connections for peripherals and internet.

USB-C Port: Facilitates fast data transfers and charging.

Multimedia and Entertainment

Dual Speakers: Tuned with Dolby Atmos for immersive audio quality.

Gaming: Handles light to moderate gaming smoothly, supported by the capable processor and refresh rate.

Additional Features

Kids Mode: Includes a dedicated interface with parental controls for safe and enjoyable use by children.

Samsung Knox: Ensures security with multi-layered protection for sensitive data.

Productivity:

- Multi-window and split-screen features for multitasking.
- Compatible with third-party Bluetooth keyboards for increased productivity.

The **Samsung Galaxy Tab A9+ 5G** is ideal for users seeking an affordable tablet with 5G connectivity, decent performance, and features suited for both entertainment and light productivity tasks. It strikes a balance between functionality and budget-friendliness.

⇒ **Excel eStore**

Excel Telecom, a subsidiary of Labib Group, is the official distributor of Samsung products in Bangladesh. Established in 2006, it manages over 40 Samsung Brand Shops and collaborates with 300+ partners nationwide. Its online platform, Excel eStore (**excelestore.com.bd**), offers genuine Samsung products with official warranties, EMI options, and free delivery. The company also operates Samsung Smart Plazas for premium electronics and provides after-sales services through Samsung Service Centers. For more information, customers can contact info@excelestore.com.bd or +880 9610-990120.

⇒ **Samsung Brand Shops and Retailers**

National Distributor: Excel Telecom (Pvt.) Ltd. is the official distributor of Samsung products in Bangladesh, responsible for supplying and managing Samsung's mobile phones and consumer electronics.

Samsung Brand Shops: Excel Telecom directly operates over 40 exclusive Samsung Brand Shops, strategically located in major cities across Bangladesh, including Dhaka, Chattogram, and Sylhet.

Retailer Network: The company collaborates with a vast network of approximately 2,000 authorized retailers to distribute Samsung products nationwide.

Product Range: These shops offer Samsung smartphones, tablets, wearables, and accessories alongside consumer electronics like TVs and home appliances.

After-Sales Service: Customers receive premium after-sales support, including warranty services, through the Samsung Care service centers managed by Excel Telecom.

E-Commerce Presence: Excel Telecom runs the **Excel eStore**, an online platform for purchasing authentic Samsung products with delivery options across the country.

Collaborations: Partnerships with platforms like Minister My-One Group's E-Raz enhance the accessibility of Samsung products.

Customer Engagement: The Samsung Brand Shops host promotional events, product launches, and hands-on experiences for customers.

Retail Expansion: Excel Telecom continues to expand its retailer network and brand shop count to maintain its leadership in Samsung product distribution.

3.5 SWOT Analysis of Excel Telecom (Pvt.) Ltd.

- **Strengths**

Exclusive Partnership with Samsung: Excel Telecom is the sole distributor of Samsung products in Bangladesh, ensuring a strong market presence.

Wide Distribution Network: Over 300 retail partners and more than 40 exclusive Samsung Brand Shops enhance accessibility.

Established Reputation: Being part of the Labib Group provides financial stability and credibility.

E-commerce Presence: The company operates the Samsung official eStore in Bangladesh, catering to the growing demand for online shopping.

Customer-Centric Approach: Offers competitive pricing, after-sales service, and warranty support.

- **Weakness**

Dependency on Samsung: Heavy reliance on a single brand makes the company vulnerable to shifts in Samsung's market performance.

Limited Product Diversification: Focused exclusively on Samsung products, which may limit customer options.

High Operational Costs: Maintaining a large distribution network and multiple brand shops can strain profitability.

Limited Brand Recognition Beyond Samsung: The company's identity is strongly tied to Samsung, reducing its own brand equity.

- **Opportunities**

Growing Smartphone Market: Increasing demand for smartphones and accessories in Bangladesh offers expansion potential.

Digital Transformation: Opportunities to leverage AI and data analytics to improve customer experience and streamline operations.

Diversification: Expanding into other tech-related products or brands could reduce dependency on Samsung.

Expansion of E-commerce: Accelerating digital adoption can boost online sales through enhanced marketing and product availability.

Government Support: Incentives for the ICT sector in Bangladesh can support growth and innovation.

- **Threats**

Intense Competition: Rival distributors and emerging local brands can impact market share.

Economic Instability: Fluctuations in currency exchange rates and inflation may affect profitability.

Global Supply Chain Issues: Dependency on imports exposes the company to risks from delays or price hikes.

Technological Disruptions: Rapid technological changes could require continuous updates in product offerings.

Regulatory Changes: Changes in trade policies, taxes, or import duties could increase operational costs.

Chapter-04

Internship Experience

In the course of my internship period, I operated in HR & Admin Department. I learned to do a number of work and then I have been passed on several accountabilities. Then, I was requested to develop a performance appraisal system for all the departments of Excel Telecom (Pvt.) Ltd. Apart from that I performed several other actions and now I am going to discuss the accountabilities I had to handle throughout my internship period there:

4.1 Crafting Performance Appraisal:

- At the beginning, I went through and got myself familiar with their strategic policies.
- I prepared a totally quantitative performance appraisal format for marketing department and for other different departments. I implemented quantitative performance appraisal format according to the guidance by my supervisor.
- I made two kinds of formats which are self-assessment structure and supervisor assessment form.
- Then I ran a pilot scheme, asked a few employees from different departments to fill up the forms.
- After that I could examine the gaps in my format and adjusted the configuration as needs be.

4.2 Piloting Review and Employee Satisfaction Evaluation:

- I worked with Employee Satisfaction Evaluation group and watched all departments' employees and attempted to discover to their issues.
- Based on perception we built up an overview poll and led review of all departments.
- I assessed the results.
- Then I presented the papers to HR Head, Organizations Sr. GM and ED of the head office for making the next phase about employee's satisfaction.

4.3 Selection and Recruitment:

- I worked with the group of recruitment and selection.
- I started by collecting CVs and afterward I screened CV according to the organization's requirements.

- After CV screening I made "Interview appraisal record" and gave it to HR Head and with the respective Department Head.
- Then I communicated with the candidates regarding the interview time.
- At the day of meeting I organized all essential interview materials and welcomed all candidates at Excel Telecom (Pvt.) Ltd.
- After the interview I compute all marks and made a result sheet and gave the result sheet to HR Head and the respective Department Head for final results.
- After that I called those top candidates for final interview
- Lastly, settling the result I called up the candidates and affirmed their joining date.

4.4 Employee PIF database:

- PIF implies Personnel Information Form. Here all representatives' data are recorded and through this HR can without much of a stretch track any employee. Also, this PIF is preserved in unemployed individual personal files. Each employee has their very own document and different data and all the papers with respect to his promotion, show cause, pay structure, increase data, joining letters and so on are put away there.
- When organization recruited new employee that time I needed to make another employee record file for the new employee. I made this PIF database and recorded printed version of the considerable number of reports. This data is useful to organization for future purposes.

4.5 Worked With Training Team:

- Worked as a witness of motivation training program for marketing departments' employees.
- Arranged and experienced the training program called "The Awareness of Driving" for organization's drivers.

4.6 Insurance Bill and Others Bill:

- To recheck the insurance bills of transport, trucks and vehicles provided by certain insurance company. I likewise needed to check for double charging, appropriate amount of cash asked by them and making entries in a register.
- I prepared the day to day food and entertainment bills.
- I prepared month to month mobile bill by Robi.
- I needed to process and payments of bills for fuel restoration.
- I needed to process month to month home allowances for sales concerns remaining outside Dhaka for business purposes. I needed to present every one of the bills for auditing to the audit department. Subsequent to being audited I submitted all bills to CFO for approval lastly I gave all bill to the accounts department.

4.7 Critical Observation :

I got numerous things to learn during the time spent in preparing performance assessment system. It isn't just an assessment process yet it likewise comprehended employees' brain research and contemplating the organization. Employees are looking for chances to expand their aptitudes and capacities, guarantee their professional stability, show signs of improvement pay and fabricate solid associations with the board. It is significant for HR experts to know about the requirements, just as the effect of natural variables, when building up their projects and approaches. As the activity advertise extends, it will be especially significant for HR experts to give close consideration to angles that lock in their workforce and are critical to representative execution. Connecting compensations to execution will be inspirational and will lead organization to accomplish vision and mission. To get enough information about HRM in organization the time span of temporary job is moderately short. It is actually quite hard to discover each and every issue inside this constrained timeframe.

Here, I will clarify what I saw in the organization.

- The jobs of different employments are not clear.
- Organization's employees' were hesitant to give us the data as they are not recognizable with this sort of review.
- Lack of understanding.

- Modern HR rehearses are not pursued effectively.
- There are just nine HR people in entire organization including me. In this way, they need experienced Manpower in HR to develop the HR office for future needs.
- HR division is not principle strategy creator; here HR acts under the top administration.
- They don't build up a yearly HR target.
- Difficulty to collect secret HR information for their inside security.
- They save their most extreme data at the executives and account division. So there was very little chance to apply HR system.
- There was no alternative to do any creative task for the organization.

Chapter-05

Analysis of the Study

5.1 Performance Management System

Performance Management System is the method by which supervisors improve the performance of their teams by applying their supremacy to reward, discipline as suitable. Performance is agreed as accomplishment of the organization in relation with its set goals. It includes results attained, or accomplished through support of individuals or teams to the organization‘s strategic objectives.

Performance appraisal is defined as the procedure of evaluating the performance and development of an employee or a group of employees on a certain job and their prospective for future progress. It consists of all official processes used in working organizations and prospective of employees.

It is a yearly evaluation of an employee’s complete contributions to the company by his/her supervisor. Performance management system evaluates an employee’s abilities, accomplishments and development, or lack thereof. Companies use performance management system to give employees big-picture comment on their work and to rationalize pay increases and bonuses, as well as closure decisions.

5.2 Performance Management System at Excel Telecom (Pvt.) Ltd.

- **Aim of Existing Performance Appraisal System at Excel Telecom (Pvt.) Ltd.**

The Performance Management System (PMS) at Excel Telecom (Pvt.) Ltd. is designed to align employee performance with the company’s strategic goals. It begins with SMART goal-setting**,** where employees and managers collaborate to define clear, measurable objectives. Key Performance Indicators (KPIs) are established to monitor progress and evaluate achievements. The system includes regular performance appraisals, typically conducted quarterly, to ensure consistent tracking. 360-degree feedback is utilized to provide comprehensive input from peers, managers, and subordinates. Employee development is prioritized through tailored training programs and career growth plans based on appraisal outcomes. Rewards are linked to performance, incorporating monetary incentives like bonuses and non-monetary recognitions. An HR management software platform supports the system for efficiency and transparency. Challenges like bias in evaluations are addressed through structured review processes. The PMS promotes a culture of accountability, enhancing employee satisfaction and organizational success. Regular reviews ensure the system remains relevant and impactful.

➢ **Performance Management System**

Excel Telecom (Pvt.) Ltd. has four useful sub-branch of HR office. The divisions are HR Development, HR Services, Compensation, Industrial Relations. Execution examination is drilled under Operation of HR Services. Excel Telecom (Pvt.) Ltd. has isolated it's all out workers into 2 classes for evaluation:

(1) Management representatives and

(2) Non-the executives representatives

For the management representatives, it has been demonstrated hatred for into Manager and Officer. There are two classifications of official. One is office based official and another is field power official.

All Appraisal procedure has been led once in a year. Appraisal process in referenced underneath.

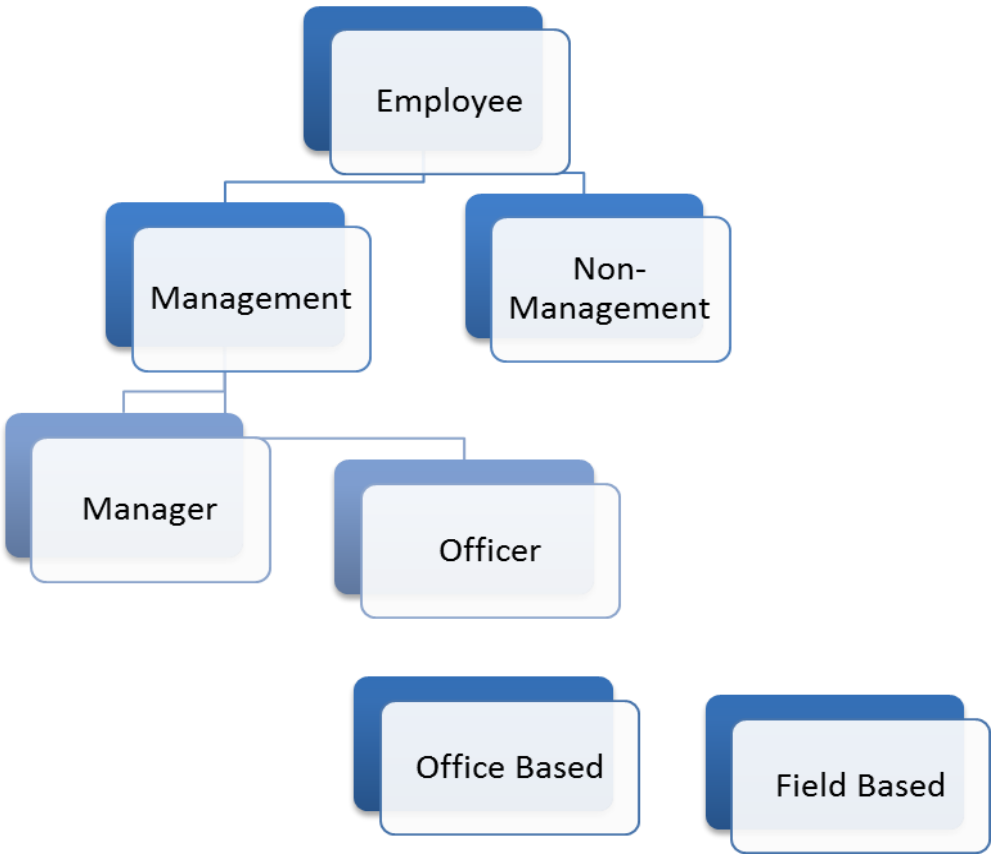
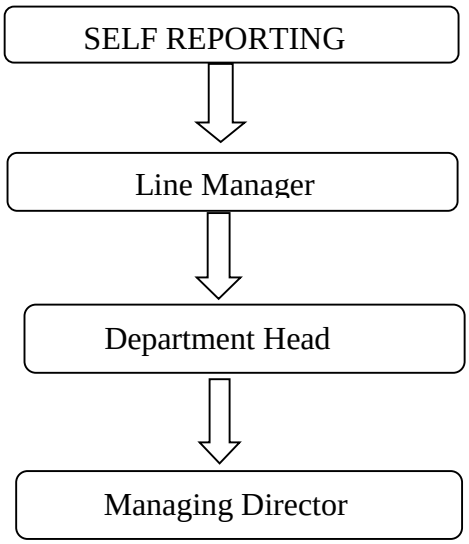
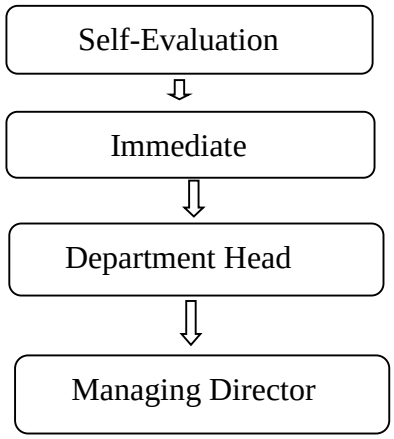


Figure: Classification of Employees from the Point of View of Performance Appraisal.

1. Manager's Management Processing :



2. Officer's Management Process in Excel Telecom (Pvt.) Ltd. :



The evaluation model which is pursued on yearly premise beginning from month of December till January has been amazingly compelling for the workers of Excel Telecom (Pvt.) Ltd.

5.3 Responsibility for Management

Regularly the human asset office is liable for planning the structure and usage of execution evaluation programs. Notwithstanding, it is fundamental that line supervisors assume a key job from start to finish. These people as a rule lead the examinations, and they should legitimately take part in the program in the event that it is to succeed.

5.4 Employee Self-Evaluation

The representative's yearly exhibition assessment, it is prescribed that each worker be required to assemble a rundown of their achievements during the assessment time frame. This ought to incorporate the last status of recently settled objectives, any extraordinary undertakings finished or in progress, and some other extra assignments, trainings, advisory group cooperation, and so forth. Moreover, the representative should make a rundown of objectives as well as interests for the forthcoming year, and arrange some other documentation or potentially takes note of that they may have gathered over a similar time span. This documentation ought to be given and talked about the immediate administrator in a pre-assessment meeting which the chief/director can then properly consolidate into the worker's survey. This basic expansion to the exhibition the board procedure upgrades the experience for the representative by including them as a functioning member in their activity execution and improvement, as opposed to latently accepting scores on past errands. Furthermore, with this communitarian design, correspondence is upgraded and workers are more averse to be amazed or feel misjudged when the assessment is concluded – as they were engaged with the procedure from the earliest starting point.

5.5 Sample of Performance Management of Excel Telecom (Pvt.) Ltd.

PERFORMANCE EVALUATION REPORT (PER)

(For Officer)

Excel Telecom (Pvt.) Ltd.

A) Particulars of Reported Officer – By HR (Head Office)

01.	Name of the Employee :				
02.	Designation :				
03.	Date of Joining :		Date of Last Promotion :		
04.	Organization/Department/ Division :				
05.	Present Pay-Scale :				
06.	Present Pay :	Basic:	Allowance:	Special Allow. :	Gross:
07.	Review Period:	From :		To :	
08.	Type of Report :	Probationary ☐		Annual ☐	

B) Score Sheet of Reporting Officer – By HR (Head Office)

1:	Length of Service including Bonus	Marks for normal length of service:		Marks for Bonus :		Total :
2:	Academic Qualification					Total :
3:	Professional Qualification					Total :
4:	Professional Training					Total :
5:	Penalties	Late :	Absent :	Early Out :		
		Unauthorized Absent :	Explanation / Warning :	Major/ Minor Punishment :		
6:	APER					Total :

5.6 Uses of Performance Management System at Excel Telecom (Pvt.) Ltd.

Following are the determinations for which the performance of employees are appraised-

5.6.1 Development

To develop a Performance Management System (PMS) at Excel Telecom (Pvt.) Ltd., align it with organizational goals and define clear KPIs for each role. Implement tools like 360-degree feedback, regular performance reviews, and real-time dashboards. Link performance to rewards, career growth, and recognition programs. Conduct training sessions to ensure system adoption and transparency. Continuously monitor, gather feedback, and refine the system to meet evolving business needs.

5.6.2 Basis of Reward Allocation

Reward allocation in Excel Telecom's PMS is based on achieving predefined KPIs, such as sales targets, customer satisfaction, and operational efficiency. Rewards include merit-based pay, promotions, and recognition programs. Performance evaluations ensure transparency and fairness in distributing rewards.

5.6.3 Motivation

The PMS at Excel Telecom motivates employees by aligning individual goals with organizational objectives, fostering accountability, and recognizing achievements. It offers rewards, career growth opportunities, and continuous feedback to enhance engagement and productivity. The system encourages a culture of excellence and continuous improvement.

5.6.4 Legal Compliance

Excel Telecom's PMS ensures legal compliance by adhering to labor laws, anti-discrimination policies, and data protection regulations. The system incorporates fair evaluation practices, transparent processes, and safeguards employee confidentiality. Regular audits ensure alignment with legal and ethical standards.

5.6.5 Training and Development

Excel Telecom's PMS integrates training and development by identifying skill gaps through performance reviews and providing tailored learning programs. It offers workshops, mentorship, and online courses to enhance employee capabilities. Continuous development ensures alignment with organizational goals and career growth opportunities.

5.6.6 HR Planning

HR planning in Excel Telecom's PMS focuses on aligning workforce capabilities with business needs by forecasting talent requirements and addressing skill gaps. It ensures optimal resource allocation, succession planning, and employee development. This strategic approach enhances organizational efficiency and adaptability.

5.6.7 Compensation

Excel Telecom's PMS ties compensation to performance by linking salaries, bonuses, and incentives to achieving KPIs and organizational goals. It ensures fairness through

transparent evaluations and merit-based pay structures. Competitive compensation motivates employees and drives productivity.

5.6.8 Communication

Excel Telecom's PMS ensures effective communication through clear goal-setting, regular feedback, and transparent performance reviews. Employees are informed about expectations, evaluation criteria, and rewards. Open channels foster trust, engagement, and alignment with organizational objectives.

5.7 Annual Increment

1. Annual increments are determined based on individual performance against KPIs.
2. High performers receive merit-based pay increases to reward excellence.
3. The increment process considers overall contribution to organizational goals.
4. Clear and transparent performance evaluations ensure fairness in the process.
5. Increments motivate employees to enhance productivity and achieve targets.

5.8 Promotion

1. **Performance-Based Promotions:**

Promotions at Excel Telecom are awarded to employees who consistently meet or exceed performance targets, demonstrating a high level of competency in their roles. Employees are evaluated based on their ability to contribute to organizational objectives and achieve KPIs.

2. **Leadership Potential and Skills:**

Employees who show potential for leadership and have developed skills beyond their current role are considered for promotion. Excel Telecom looks for individuals who can take on greater responsibilities and drive team success in alignment with company goals.

3. **Transparency and Fairness:**

The promotion process is transparent and ensures fairness by adhering to clear criteria and consistent evaluation practices. Employees are informed of the promotion policy, with performance reviews acting as the basis for decisions.

4. **Regular Performance Reviews:**

Promotions are linked to regular performance assessments, which occur annually or semi-annually. These reviews evaluate an employee's achievements, development, and readiness for advancement within the organization.

5. **Career Growth and Motivation:**

The promotion process at Excel Telecom encourages employees to grow within the company and take on new challenges. Promotions serve as a motivator, rewarding high performers with greater career opportunities, increased responsibility, and enhanced compensation.

5.9 Special promotion

Special promotions at Excel Telecom are granted to employees who exceed performance expectations significantly or achieve exceptional results. These promotions are fast-tracked and offer accelerated career growth. They recognize outstanding contributions and motivate employees to continue excelling.

5.10 Special Increment

Special increments at Excel Telecom are awarded to employees who demonstrate exceptional performance or achieve outstanding results beyond regular expectations. These increments are higher than standard annual increases and serve as a reward for excellence. They help recognize and retain top talent within the organization.

5.11 Probation and Confirmation

Excel Telecom's probation period lasts 3-6 months, during which new employees are evaluated for performance, skills, and cultural fit. Clear KPIs and regular feedback help monitor progress during this period. At the end of probation, employees undergo a formal performance review. Successful candidates are confirmed as full-time staff, gaining access to full benefits and career development opportunities. This process ensures that only competent and aligned individuals join the permanent workforce.

5.12 Reward and Compensation System

Excel Telecom's PMS links rewards and compensation directly to employee performance and achievement of KPIs. High performers receive merit-based pay raises, bonuses, and non-monetary recognition. The system ensures fairness and transparency in evaluating contributions and distributing rewards. Competitive compensation packages motivate employees, enhance job satisfaction, and drive organizational success. Regular reviews and feedback ensure alignment with business goals and employee expectations.

5.13 Pay Structure

The pay structure in Excel Telecom's PMS is designed to reward performance and align with industry standards. It includes a fixed base salary, performance-based bonuses, and incentives tied to achieving KPIs. Employees are eligible for annual increments based on performance evaluations, with additional rewards for exceptional achievements. The structure ensures transparency, fairness, and competitiveness to attract and retain top talent. Regular reviews keep the pay structure aligned with organizational goals and market trends.

5.14 Training Program

Excel Telecom's PMS integrates training programs to enhance employee skills and performance. These programs address identified skill gaps from performance reviews and focus on role-specific and leadership development. Training methods include workshops, online courses, and mentorship initiatives. Employees receive continuous learning opportunities to stay updated with industry trends and organizational goals. The training programs aim to boost productivity, support career growth, and ensure alignment with business objectives.

Chapter-6

Findings

6.1 Appraiser Discomfort

Appraiser discomfort in performance management systems arises when evaluators face challenges such as lack of training, fear of conflict, bias in evaluations, unclear criteria, time constraints, and emotional strain in delivering feedback. These issues can lead to inaccurate or inconsistent appraisals. To address this, organizations like Excel Telecom should provide appraiser training, standardize evaluation criteria, encourage open communication, offer HR support, and leverage technology to streamline the process. This ensures fair, constructive, and effective performance evaluations.

6.2 Lack of Objectivity

Lack of objectivity in performance management occurs when appraisals are influenced by personal biases or subjective judgments rather than measurable criteria. This can lead to unfair evaluations and employee dissatisfaction. Clear, standardized KPIs and training can help ensure objective assessments.

6.3 Halo/Horn Error

Halo/Horn Error occurs when an appraiser's overall impression of an employee (positive or negative) influences ratings on all aspects, rather than evaluating each criterion objectively. Training and clear evaluation criteria can minimize this bias. Psychologist Edward Thorndike first wrote about the Halo Effect in 1920.

6.4 Leniency or Strictness

Leniency or Strictness occurs when appraisers consistently rate employees too high or too low, failing to differentiate performance levels accurately. Balanced training and standardized evaluation scales can reduce this bias.

6.5 Central Tendency Error

Central Tendency Error occurs when appraisers avoid extreme ratings and consistently score employees in the middle range, regardless of actual performance. This bias reduces the accuracy and effectiveness of evaluations.

6.6 Recent Behavior Bias

Recency Bias happens when appraisals focus only on an employee's most recent performance, ignoring earlier efforts. This skews evaluations and may not reflect overall performance.

6.7 Personal Bias (Stereotyping)

Personal bias, or stereotyping, involves making generalizations about individuals based on characteristics like race, gender, or age. These biases are often unconscious and influence how people perceive and interact with others. Stereotyping leads to unfair treatment and misjudgments, limiting opportunities and fostering inequality. Overcoming bias requires self-awareness, education, and open-mindedness to treat people as individuals.

Chapter-7

Recommendations & Conclusion

7.1 Recommendation

Achievements

State **your achievements objectively and accurately**, but don't be shy about letting your supervisor know what you accomplished during the year. Don't embellish your achievements. Be honest and detail your activities with specific terms.

Productivity & objectivity

Overall, performance appraisals **help employees work efficiently**. Businesses can increase their productivity by creating evaluation systems and using them on a regular basis, providing constructive feedback and offering competitive rewards.

The main objective of performance management is to ensure that employees' activities and outcomes align with the organization's goals. It aims to improve productivity, develop employee skills, provide feedback, and motivate individuals to perform at their best, ultimately driving organizational success.

Communication skills

- Shows active listening skills.
- Effectively communicates with colleagues, supervisors, partners and customers.
- Clearly communicates ideas and thoughts in team meetings and conferences.
- Is a constructive communicator and is capable of discussing difficult issues effectively and to the point.

Teamwork

Shows respect, compassion and empathy for others, even in difficult situations, and builds an environment of trust. Works effectively and cooperatively with others, willingly admitting mistakes and offering apologies.

Creativity and Innovation

Don't rely on common methods to solve a problem but address each situation with creative solutions. Look at each problem with a fresh perspective. Use creativity in any role within the team.

Flexibility and Problem-solving

Flexibility: A flexible performance management system adapts to individual needs, changing business goals, and evolving work environments. Here are some key recommendations:

1. Set Clear but Adaptable Goals: Establish flexible, measurable objectives that can be adjusted as priorities or circumstances change.
2. Continuous Feedback: Move away from annual reviews and encourage regular feedback sessions to assess performance and address challenges in real time.
3. Personalized Development Plans: Tailor development plans to suit individual employee needs and career goals, allowing for flexibility in how skills are developed.
4. Use Technology: Implement performance management software that allows for easy tracking of progress, provides real-time insights, and supports virtual work environments.
5. Encourage Collaboration: Incorporate team-based goals and emphasize collaboration, allowing employees to support each other's growth.
6. Focus on Results, Not Process: Emphasize outcomes and results rather than rigid processes, giving employees the freedom to choose how they achieve goals.
7. Promote Work-Life Balance: Recognize and accommodate employees' need for work-life balance, offering flexible working hours or remote options to improve engagement and satisfaction.

By incorporating these elements, a performance management system can become more dynamic and responsive, supporting both employee growth and organizational goals.

Problem-solving: You always listen actively and attentively to make sure you understand what the exact problem is and you come up with solutions in an effective manner. You have an amazing ability to clearly explain options and solutions in an effective and efficient manner. Well done!

Time Management

- Often completes work on time and sets appropriate priorities
- Avoids wasting time and distractions
- Maintains good balance between turnaround time and quality of work

Cooperation

A cooperation-focused performance management system should set team-based goals and emphasize shared accountability. Encourage cross-functional collaboration and recognize collective achievements to motivate teamwork. Foster open communication to improve cooperation and address challenges efficiently.

Justification

A justification-focused performance management system should align individual goals with organizational objectives, ensuring clarity in expectations. It should provide data-driven feedback to justify performance evaluations and reward decisions. This approach helps employees understand their contributions and fosters transparency in performance assessments.

6.2 Conclusion

The performance management system at Excel Telecom (Pvt.) Ltd. likely aims to align individual performance with the company's strategic objectives, driving growth and success. It likely incorporates clear goal-setting, regular feedback, and skill development initiatives to enhance employee performance. By fostering a culture of accountability and continuous improvement, the system helps Excel Telecom achieve operational excellence and boost employee engagement. Regular reviews and adjustments to the system would ensure it remains adaptive to both employee needs and market demands.

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SAMPLE OF PERFORMANCE EVALUATION

Name:	Date of Appointment: __ __ / __ __ / __ __
Employee ID:	Date of Confirmation: __ __ / __ __ / __ __
Designation:	Department:

	POOR		FAIR		GOOD		VERY GOOD		EXCELLENT		TOTAL
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	
1. Knowledge/ Skill											
2. Customer Focus i) Internal											
ii) External											
3. Team Player Quality											
4. Attitude											
5. Reliability											
6. Ability to innovate & implement											
7. Communication											
8. Attendance Punctuality											
9. Conduct											
10. Courtesy											
Total											