

# Bharti airtel case study

Environment, Air



Bharti Airtel is a public limited company commonly known as AIRTEL . it is a Indian telecom company which is currently operating its business across south Asia, Africa and channel islands, it is also into the GSM providing business in all the countries including 2G&3G services. Due to its operations in 19 countries, Airtel is now the 5th largest telecom operator in the world with over207. 8 million subscribers at the end of 2010. It is the largest cellular service provider in India with over153 million subscribers, behind china mobile and china Unicom Airtel is the third largest operator by subscriber base.

TYPE - public

INDUSTRY - telecommunication

FOUNDED - 7 JULY 1995

FOUNDER - Sunil Bharti mittal

HEADQUATER - New Delhi

AREA SERVED - South Asia, Africa, Channel Island

SERVICES - Mobile network

Wireless

Landline

Broadband

Satellite television

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REVENUE - 9. 290 billion

OPERATING INCOME - 2. 313 billion

PROFITS - 2. 079 billion

TOATAL ASSESTS - 15. 527 billion

TOTAL EQUITY - 9. 491 billion

EMPLOYEES - 24, 501

PARENT - Bharti Enterprise (63. 45%)

SingTel (32. 15%)

Vodafone (4. 4%)

WEBSITE - airtel . com

BOARD OF DIRECTORS

Sunil Bharti Mittal

Manoj Kohli Joint

Akhil Gupta

Chua Sock Koong

Tan Yong Choo

Nikesh Arora

Pulak Chandan Prasad

Lord Evan Mervyn Davies

H. E. Dr Salim Ahmad Salim

Tsun-yan Hsieh

Rajan Bharti Mittal

Rakesh Bharti Mittal

Craig Ehrlich

Ajay Lal

Bashir Abdulla Currimjee

Mauro Sentinelli

N. Kumar

## H. R POLICIES OF ORGANIZATION

Strategic human management means formulating and executing human resource policies and practices of the organization that produce the employee competencies and behaviours the company needs to achieve its strategic aims. The strategic plan implies certain workforce requirement, in terms of employee skills, attributes, and behaviours that HR must deliver to enable the business to achieve its strategic goals.

## SERVICE RULE

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In Airtel you are an at will employee, this mean you are working at your own will without any force or pressure, before you join the company you must sign terms and condition agreement that will state corporate governance of the company that must be followed by all employees, in violation of the agreement, it can lead to termination of the employment.

Employees must report to their superior and maintain disciplinary work.

All employees will be paid monthly by cheque procedure.

In case of leave employees must draft a detailed application mentioning the reason for leave.

Lunch break of 1 hr will be provided

Camera monitoring will be done to check the fair work of the employee.

#### PROMOTION POLICY RULE

A Policy under which employee gets promotion in the organization which is a reward for excellent performance.

Generally to be eligible for promotion a employee must have successfully completed 6 months of employment in Airtel .

Internal application process is being carried out and previous records are checked and performance is analysed.

Further written test and interviews are done for promotion process.

#### WAGE STRUCTURE

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The internal relationship between different jobs and wages helps the firm to decide its wage structure.

60% of Employees in Airtel are on variable pay structure which means they are paid according to their work done.

At AIRTEL strong pay for performance culture maintains the internal equity.

AIRTEL take into consideration factors such as performance and maintaining internal equity to ensure people at same level (in the organization hierarchy) and same performance are paid at the same level.

#### EMPLOYEES MOTIVATION AND WELFARE SCHEMES

Motivation is an effective tool for inspiring the workforce and creating confidence among the employees.

The work force will be satisfied if management provides them with opportunities to fulfil their physiological and psychological needs. The workers will cooperate voluntarily with management and will contribute maximum to organizational goal.

The rates of labour turnover and absenteeism among workers will be low.

There will be good human relations in the organisation as friction among the workers themselves and between the workers and management will decrease.

AIRTEL always promotes motivation by rewarding the talent through a TOTAL REWARDS APPROACH, performance bonuses, guaranteed cash and also stock option.

Tremendous growth in career opportunities makes life at AIRTEL exciting and encouraging towards performance.

Motivation tools like on job grooming, involvement in key projects, monitoring programs and exposure across various businesses, AIRTEL offers all its employees, guaranteed job satisfaction resulting in a Total Employee Proposition.

Family friendly work options: Flexible time system, telecommuting , part time options.

Maternity/ post natal benefits: 12 weeks maternity leave, leave extendable up to 6 months, flexi work location, flexi /part time options.

Revised sabbatical policy: Allows for time off for enhancing education up to 1 year & personal exigencies limited to half yearly

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Travel policy revision: Includes two additional safety norms for women employees.

Employee referral policy: Enhanced monetary benefits for referring women employees across all levels.

Mentoring program: Initiated for high potential middle management women employees - mentoring by senior women supervisor.

#### HEALTH& SAFETY RULES

All employees have to submit a medical certificate mentioning the physical and psychological fitness.

Regular medical check up promotion is done by the AIRTEL group.

Suppliers dealing with Bharti Airtel shall comply and adhere to all laws, regulations and guidelines on environment, health and safety.

Suppliers will ensure that all new service offerings as well as new product designs are in compliance with the relevant environmental regulation and guidelines, at the time of implementation at Bharti Airtel.

#### TRAINING AND DEVELOPMENT

Vast pool of human resource time to time upgraded in terms of leadership and technical skills through various outsourced and in house training & development activities such as process and project management skills and technical skills.

By providing world class resources and combined efforts by AIRTEL many employees are being trained and developed to become future leaders .

The company's HR is continuously working on launching various initiatives like on job training, apprenticeship training, programmed learning, simulated development, computer base training.



AIRTEL also believes in internet based training which includes

Teletraining

Videoconferencing

Development initiative by the company is directed by job rotation in which a management trainee moves department to department for overall learning in organisation.

Case study method is also adopted by AIRTEL.

Outside seminars are arranged for both employees and employer.

(b) Identify any 3 Jobs (one each at Entry Level, Middle Level and Senior Level) within that chosen company.

Entry level- sales executive (broadband)

Middle level- Area manager (sales)

Senior level- General Manager (new business development)

## JOB DESCRIPTION & JOB SPECIFICATION

Job description- A list of a job's duties, responsibilities, reporting relationship, working conditions, and supervisory responsibilities.

Job specifications- A list of a job's human requirements, that is, the requisite education, skills, personality, and so on.

Job description

Sales executive- main aim is to sell broadband connections to the multinational corporation.

Cultivate new broadband customers.

Briefing the new product regarding broadband to customer

Field survey to gather new demand preference in the market

Job specification

Experience - 1 to 2 years

Location - Ncr/ Delhi

Compensation : Rupees 65000 - 1, 22, 000

Education: UG GRADUATE, ANY SPECIALIZATION, PGDM in any area

Industry Type: Retail

Role: Sales Exec./Officer

Functional Area: Sales,

Job description

Area manager- Achieve targeted net adds for all products (voice - prepaid/post-paid, data, VAS etc), ensuring quality, across all available sales channels (Distribution, Retail) / CS in the area office

Achieve channel infrastructure enhancement targets.

Achieve revenue & sales target - across all products and channels of organisation

Manage changes in , organization, trends, people to ensure quality satisfaction with continuity and smooth operations

Coaching, monitoring, mentoring and retention of team member

Job specification

Experience: 9 - 12 Years

Location Ncr / delhi

Education UG - Graduate - Any Specialization - PG Course - good communication skills

Industry Type: Telecom/ISP

Role: Area Manager

Functional Area: Sales,

Job description

General manager- To formulate new business development strategies & identifying new business opportunities.

To manage the IT sector within the organization.

Mange the corporate affairs with other multinational corporation

Building strong connections with business partners.

Strategy and Implementation of All Business SLA's & Managing client SLAs for operations

Transition management& account growth

Cross-functional collaboration to enhance performance& improved strategies.

Workflow Management, Hiring support& capacity planning

Setting-up and managing operational practices

Identify opportunity areas and implement the process for more improved strategies

Job specification

Experience: 14 - 20 Years

Location: NCR/ delhi

Education: UG - Graduate - Any Specialization - PGDM/MBA - Any specialization , excellent communication skills

Industry Type: telecom

Role: Head//GM-Operations

Functional Area: IT, research & development.

## DETAILED RECRUITMENT AND STAFFING PROCEDURE

### AIRTEL HIRING PROCESS

#### APPLICATIONS

In AIRTEL existing opening are monitored and accordingly position procedure are being carried out matching candidates profile and area of interest.

#### SCREENING

Matching of the profile is done by the company with respect to its requirements and needs.

#### ASSESSMENT

An aptitude test is required for the job of front line sales.

For considering the middle and senior level job occupational personality questionnaire done.

#### INTERVIEW

Airtel takes 1-3 rounds of interview process.

#### VERIFICATION

In case of final selection credentials are being verified by the company before joining of the candidate. After this process final appointment letter is being offered with company's terms & condition memo, that every employee must sign.

## COMPENSATION PATTERN: INCENTIVES AND BENEFITS

### AIRTEL FOLLOWS

Performance and pay policy

Incentive pay scheme- managers often use two terms synonymously incentive plan for the employees, that is applicable to sales over the target achieved.

As discussed earlier 60% of the AIRTEL employees are on variable pay that ties to pay to productivity or profitability in one time lump sum.

Merit pay as in incentive is generally done by the company for excellent performance by employee in last term of his/her employment

AIRTEL also provides NON- MONETARY incentives which includes

Employee recognition

Gift certificates

Special events

Merchandise incentives

Free training programs

Commission plan

### BENEFITS

Benefits are indirect financial and non financial payments employees receive for continuing their employment. They include things like health and life insurance, pensions, time off with pay, and child care assistance.

#### DISCRETIONARY BENEFITS PROVIDED BY AIRTEL EMPLOYER

Life and health insurance for family and dependents

Housing, subsidiary on housing loans subsidiary , conveyance allowance, telephone and entertainment allowance, recreational benefits like health clubs and hobby classes, soft loans for asset building.

Different types of leaves like study leave, extraordinary leave.

Executive perquisites like chauffeur driven car, petrol allowance, and family holidays.

Pay for time not worked - benefits for time not worked such as unemployment insurance, vacation, and holiday pay, and sick pay.

#### EFFECTIVE TRAINING AND METHODOLOGIES

##### AIRTEL EFFECTIVE TRAINING & METHODS

For effective training five steps are followed

The first, or needs analysis step, identifies the specific job performance skills needed, assesses the prospective trainees skilled and develops specific, measurable knowledge and performance objective based on any deficiencies.

In the second step instructional design, you decide on, compile, and produce the training program content, including workbooks, exercise and activities.

There may be a third validation step, in which the bugs are worked out of the training program by presenting it to a small representative audience.

The fourth step is to implement the program, by actual training the targeted employee group.

Fifth is the evaluation step, in which management assesses the program's successes or failures.

#### METHODOLOGIES ADOPTED BY AIRTEL

On job training - means having a person learn a job actually doing it. Every employee from mailroom clerk to CEO gets on job training when he or she joins the company.

Informal learning - after a survey done by AIRTEL it was discovered that 80% of the employees learn on the job they learn not through formal training program but through informal means, including performing their jobs on a daily basis in collaboration with their colleagues.

Job instruction training program takes place every month in AIRTEL in which logical sequence of steps are best taught step by step.

On quarterly basis programmed learning is followed by AIRTEL in which self learning methods that consist of

Presenting questions, facts, or problems to learner

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Allowing the person to respond

Providing feedback on the accuracy of answers.

## OTHER MODEL & METHODOLOGIES

Computer base training

Internet based training

Organizing virtual classroom

Research method

Case study methods

University-related programs

Role playing

Behaviour modelling

In house development centre

## SUITABLE PERFORMANCE MANAGEMENT SYSTEM

Performance management- a process that consolidates goal setting, performance appraisal, and development into a single, common system, the aim of which is to ensure that the employee's performance is supporting the company's strategic aim.

In AIRTEL performance management system is by the process of planning, monitoring, developing, rating, and rewarding.

AIRTEL also focuses on its key result areas (KRA) for better management.

AIRTEL performance appraisal include

Informal review

Formal review

IDP

Appraisal review and

Appeal.

## CONCLUSION AND RECOMMENDATIONS

Bharti AIRTEL is doing exceptionally well in recent times it is expected with same quality services in the present scenario it will overtake china Unicom in few years making it the world leader in telecommunication. Entering in African and Channel Island indicates it desire for expansion and to become globally known company, with the same pace it might also enter in other continent to increase its global market share.

Good relations with business & support partners like Ericsson, Siemens networks and IBM makes its outsourcing quit well

Company's profit and assets are increasing good rate, it is expected in year 2020 it will cross 3. 09 billion turnovers.

AIRTEL strong HR policies help in maintaining its corporate governance structure.

AIRTEL can enter into the mobile market in India as demand is at its peak.

Better customer schemes & support services would make AIRTEL to capture the competitor market.