

The Role of Strategic Capability Development as a Pathway to AI-Driven High-Performance Work Systems at Summit Communications Limited

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This report is submitted to the School of Business and Economics, United International University as a partial requirement for the degree fulfillment of Bachelor of Business Administration

The Role of Strategic Capability Development as a Pathway to AI-Driven High-Performance Work Systems at Summit Communications Limited

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Date of Submission: July 18, 2026

Letter of Transmittal

18 July, 2026

Mr. Jakowan

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School of Business & Economics (SoBE)

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United International University, Dhaka, Bangladesh

Subject: Submission of Internship Report on "The Role of Strategic Capability Development as a Pathway to AI-Driven High-Performance Work Systems at Summit Communications Limited"

Dear Sir,

With sincere respect, I submit this internship report as a partial fulfillment of the BBA program at United International University. I served as a Learning and Development (L&D) Intern at Summit Communications Limited from February to May 2026, under the supervision of Mr. Mohammad Mohaiminul Islam, General Manager (Learning and Development). The report documents my internship experience and examines how deliberate, structured training in AI tools translates into measurably higher performance among professional staff, the central question that shaped all three e-learning modules I developed during this engagement.

I sincerely request your kind consideration and evaluation of this submission. I hope it meets the academic requirements of the department and the university.

Sincerely,

Nafis Ehsas Chowdhury

ID: 111 212 031 | BBA Program, Major: HRM

School of Business & Economics, United International University

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Declaration of the Student

I hereby declare that this internship report has been prepared by me as a partial fulfillment of the requirements for the BBA degree, with a major in Human Resources Management, at United International University (UIU). This work is entirely my own and has not been submitted to any other institution. All sources, frameworks, and ideas referenced have been duly acknowledged. The observations, findings, and contributions documented here reflect my genuine experience during the internship period from February to May 2026, and the e-learning modules, assessments, challenge activities, and supporting materials referenced are products of my own work developed during that period.

Signature: _____

Name: Nafis Ehsas Chowdhury

ID: 111 212 031

Date: 18 July, 2026

Acknowledgement

All praises are due to the Almighty Allah for the health, patience, and clarity of mind to see this internship through and produce a report worth submitting.

I owe a deep and sincere debt of gratitude to Mr. Mohammad Mohaiminul Islam, General Manager, Learning and Development, Summit Communications Limited. He gave me the freedom to build and the standard to build toward. Every module in this report exists, in part, because of his guidance. His teaching on Situational Leadership in particular shaped my thinking beyond the walls of the internship, an influence that found expression in my published op-ed, "Our Love for Situational Citizenship and Enforced Hypocrisy" (Dhaka Tribune, April 30, 2026), where I adapted his framework into a model of civic behavior. That an internship supervisor's intellectual contribution can reach a national publication is, I think, the sincerest form of acknowledgement I can offer.

I am equally grateful to Mr. Jakowan, Assistant Professor, HRM, School of Business and Economics (SoBE), and Deputy Director, Institutional Quality Assurance Cell (IQAC), United International University, for his scholarly supervision and consistent encouragement throughout the preparation of this report.

I thank the leadership and colleagues of Summit Communications Limited, particularly Arif Al Islam, Managing Director and CEO, for welcoming me into an organization that takes its people's development as seriously as its infrastructure growth.

Finally, to my family: everything I can accomplish, Allah grants me the strength through them.

Executive Summary

This report examines how strategic capability development, specifically the structured training of professional staff to use AI tools effectively, serves as the essential human pathway through which AI-driven High-Performance Work Systems (HPWS) are realized at Summit Communications Limited (SComm), Bangladesh's largest telecommunications infrastructure company.

The report's central proposition is straightforward: AI tools do not improve organizational performance by their presence alone. They improve it when the people operating them are trained to prompt precisely, contextualize intelligently, verify critically, and iterate confidently. That training is the performance gain. This report documents how that proposition was put into practice during the author's internship at SComm's Learning and Development Division, from February to May 2026, under the supervision of Mr. Mohammad Mohaiminul Islam, General Manager (Learning and Development).

Three e-learning modules were designed and developed during the internship: AI Capabilities for Professionals (three sessions), 7 C's of Leadership (twenty sessions, adapted from Indra Nooyi's MasterClass), and Situational Leadership (ten modules, based on Dr. Paul Hersey's model). Each module was built with structured content, MCQ assessments, SComm Pro-Tip summary materials, and post-programme challenge series for LMS deployment. A 24-prompt AI Prompt Library, a Token Management Guide, and a 14-Day AI Challenge were also developed as companion resources.

The report further examines the evidence base for predicting how these modules will mobilize AI-driven HPWS at SComm over a six-month period following deployment. Using pre-module baseline assumptions drawn from organizational observation, academic literature, and the specific learning design of each module, the chapter presents a predictive analysis of performance improvement across five key indicators, with the expectation that findings will be validated through SComm's half-yearly 360-degree appraisal cycle. Recommendations and conclusions follow in Chapter 5.

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List of Acronyms & Abbreviations

AI	: Artificial Intelligence
AIM	: Actor · Input · Mission (Prompting Framework)
BTRC	: Bangladesh Telecommunication Regulatory Commission
CHRO	: Chief Human Resources Officer
HoD	: Head of Department
HPWS	: High-Performance Work Systems
ICT	: Information and Communication Technology
ICX	: Interconnection Exchange
IIG	: International Internet Gateway
ITC	: International Terrestrial Cable
L&D	: Learning and Development
LMS	: Learning Management System
LXP	: Learning Experience Platform
MAP	: Memory · Assets · Prompt (AI Context Framework)
MCQ	: Multiple Choice Question
ML	: Machine Learning
MNO	: Mobile Network Operator
NIX	: National Internet Exchange
NTTN	: Nationwide Telecommunication Transmission Network
OCEAN	: Original · Concrete · Evident · Assertive · Narrative
SComm	: Summit Communications Limited
SHRM	: Strategic Human Resource Management
STL	: Summit Towers Limited
UIU	: United International University

CHAPTER 1: INTRODUCTION

1.1 Background of the Report

There is a seductive simplicity to the idea that deploying AI tools inside an organization will, by itself, raise performance. In practice, it does not. The gap between what an AI tool is capable of and what an average employee can extract from it without targeted training is large, consequential, and routinely underestimated. Strategic capability development exists to close that gap.

This report explores that gap through the lens of Summit Communications Limited (SComm), Bangladesh's largest Nationwide Telecommunication Transmission Network (NTTN) operator. Founded in 2010 by Arif Al Islam and Muhammed Aziz Khan, SComm has built the single largest fiber-optic network in Bangladesh, nearly 60,000 kilometers, carrying over one-third of the country's total internet bandwidth at 3.4 terabits per second. Through its subsidiary Summit Towers Limited (STL), the company operates 5,300+ telecom towers, and it currently leads Bangladesh's first privately developed submarine cable project in partnership with Nokia. An organization of this scale depends on a workforce capable of operating sophisticated technical and commercial systems. As AI tools increasingly augment those systems, the question becomes practical: are SComm's people equipped to use them well?

This report was written from inside that question. The author served as a Learning and Development (L&D) Intern at SComm's HR Department from February to May 2026, under the supervision of Mr. Mohammad Mohaiminul Islam, General Manager (Learning and Development). The central work of the internship was designing and developing three e-learning modules aimed at building the AI and leadership capabilities of SComm's professional staff. This report is grounded in that work.

1.2 Objectives of the Report

1. To investigate how strategic capability development, specifically the training of staff to use AI tools effectively, serves as the primary pathway through which AI-driven High-Performance Work Systems are realized at SComm.
2. To document and analyze the e-learning modules developed during the internship, with particular focus on the AI Capabilities for Professionals module.

3. To examine the organizational context of Scomm, its business model, industry position, HR function, and digital transformation trajectory, as the environment in which capability development work takes place.
4. To present a predictive analysis of how the deployed modules will mobilize HPWS indicators over a six-month horizon, with validation benchmarked against SComm's half-yearly 360-degree appraisal.
5. To offer evidence-grounded recommendations for deepening and institutionalizing AI capability development at SComm as a core strategic HR priority.

1.3 Rationale of the Report

Three realities converge to make this study important. First, Bangladesh's ICT sector is expanding at a compounding pace: the market reached USD 8.88 billion in 2025 and is projected at USD 9.44 billion in 2026, on a trajectory toward USD 20 billion by 2032 (Verified Market Research, 2025; Mordor Intelligence, 2026). A BBS household survey released in April 2026 confirmed that 98.9% of Bangladeshi households now have mobile phone access, a landmark in national digital inclusion. The infrastructure enabling this transformation is, in large part, SComm's.

Second, the literature on AI and HRM increasingly demonstrates that AI adoption without corresponding human capability investment produces disappointing results. Malik et al. (2022) establish that AI-driven performance outcomes are contingent on the readiness of the people who interact with AI systems. Technology creates possibility; trained human judgment converts that possibility into performance. Chowdhury et al. (2024) further argue that HR functions must take a proactive role in building this bridge.

Third, SComm is at an inflection point. Its infrastructure is world-class. What it now requires is a workforce that can leverage that infrastructure with equivalent sophistication. That essentially requires deliberate, well-designed L&D intervention. The modules developed during this internship are one concrete step in that direction.

1.4 Scope and Limitations

This report is scoped to the Human Resources Department of Summit Communications Limited, with particular focus on the Learning and Development function. The internship period ran from February to May 2026, primarily at SComm's head office.

Several limitations apply. Certain organizational data, including specific training participation figures, LMS analytics, and HR budget details, could not be obtained due to corporate confidentiality policies. The predictive analysis in Chapter 4 is accordingly constructed from observed baseline conditions, module design logic, academic literature, and sector benchmarks rather than pre-deployment quantitative tracking. The findings reflect a single organizational case and should not be generalized without appropriate caution.

1.5 Definition of Key Terms

Strategic Capability Development: A deliberate organizational investment in building specific skills, knowledge, and competencies aligned with current and future strategic requirements.

AI Capabilities (as used in this report): The practical ability of a professional to use AI tools effectively through structured prompting, contextual grounding, output verification, and iterative refinement to improve the quality and efficiency of their work.

High-Performance Work Systems (HPWS): A coherent set of HR practices designed to enhance organizational performance by developing and deploying employee capability, commitment, and flexibility.

AIM Framework: A structured AI prompting methodology developed for the SComm AI Capabilities module. AIM stands for Actor (tell the AI who it is), Input (give it your context and data), and Mission (state precisely what you want).

e-Learning Module: A digitally delivered, self-paced learning programme consisting of structured content, assessments, supplementary materials, and post-learning activities, hosted on a Learning Management System.

CHAPTER 2: COMPANY AND INDUSTRY PROFILE

2.1 Company Analysis

2.1.1 Overview and History

Summit Communications Limited (SComm) was established following the BTRC's award of one of only two NTTN licenses in Bangladesh in 2009, with commercial operations commencing in 2010. The company was co-founded by Arif Al Islam, who serves as its Managing Director and CEO, and Muhammed Aziz Khan, Founder Chairman of the Summit Group. Muhammad Farid Khan serves as Chairman of SComm, with Ms. Fadiyah Khan as Executive Director.

At its founding, over 96% of Bangladesh's population lacked reliable internet access, and the fiber infrastructure needed to change that did not exist at scale. SComm entered a market where the dominant mobile network operators were simultaneously its potential clients and competitors. This was a structurally unusual position requiring both commercial tenacity and strategic discipline. The company's bet was that whoever built and controlled the transmission infrastructure would hold the stronger hand as digital demand grew.

The bet has been well placed. SComm's fiber network now spans nearly 60,000 kilometers, reaching all 64 districts, over 495 upazilas, and more than 3,650 government offices. The company carries 3.4 terabits per second of internet bandwidth and has fiberized over 7,300 mobile towers. This is the widest such coverage in Bangladesh. Its entry enabled the growth of more than 2,000 internet service providers running predominantly on SComm's infrastructure. SComm's corporate culture is built around the Summit Excellence Culture framework, emphasizing strong governance, ethical conduct, and digital inclusion as organizational imperatives.

2.1.2 Trend and Growth

SComm's expansion has been deliberate and strategically timed. Through its subsidiary Summit Towers Limited (STL), the company constructed over 3,300 Built-to-Suit towers from a standing start, before completing the acquisition of 2,012 towers from Banglalink (VEON's Bangladeshi subsidiary) in late 2023 for USD 100 million. This remains the first transaction of this magnitude in Bangladesh's tower industry and a deal the author covered for a strategic

publication under his internship. STL now stands as Bangladesh's second-largest tower company with 5,300+ towers, serving Grameenphone, Robi, and Banglalink as primary MNO clients.

In April 2025, SComm announced a 10% reduction in internet prices alongside a 15–20% reduction in NTTN charges, deepening its alignment with national digital access goals. In November 2025, it signed a renewed five-year Space and Power Lease Agreement with EDOTCO Bangladesh, integrating tower and fiber assets across rural and semi-urban corridors. SComm is also currently developing Bangladesh's first privately built submarine cable, linking the country to Singapore in partnership with Nokia. This project carries both commercial and national significance.

Table 1: Key Performance Metrics of Summit Communications Limited (2021–2025)

Metric	2021	2022	2023–24	2025 (est.)
Fiber Network (km)	40,000+	48,000+	55,000+	~60,000
Districts Covered	64	64	64	64
Upazila Coverage	400+	450+	480+	495+
Govt. Offices Connected	3,200+	3,400+	3,600+	3,650+
Tower Count (STL)	~500	1,500+	3,500+	5,300+
Bandwidth Carried	~1.8 Tbps	~2.2 Tbps	~2.8 Tbps	3.4+ Tbps
Revenue (USD, est.)	\$420M	\$530M	\$650M	\$750M+

Source: SComm Business Introduction (2025); Summit \$100M Tower Deal article; EDOTCO Partnership Announcement (2025)

2.1.3 Product / Service / Customer Mix

Table 2: SComm Service Portfolio and Client Segments

Service	Description	Key Clients
NTTN	High-capacity fiber backbone; all 64 districts; ~60,000 km network	ISPs, MNOs, Government
ITC	International Terrestrial Cable to India & Myanmar; Nokia submarine cable (in progress)	Telecom operators, ISPs
IIG	Bangladesh's largest IIG provider; global peering; 3.4 Tbps	ISPs, Content Providers
ICX	Domestic voice routing: Dhaka, Chittagong, Sylhet	MNOs, IPTSP, IGWs
NIX	National Internet Exchange; keeps local traffic domestic	ISPs, Operators
Tower (STL)	5,300+ towers; Built-to-Suit and colocation services	GP, Robi, Banglalink

Source: SComm Business Introduction (2025); STL Company Profile (2025)

2.1.4 Company Operations / Activity

SComm's operations are anchored by a 24/7 Network Operations Center (NOC) that monitors all network nodes, fiber routes, international gateways, and interconnection points nationwide, maintaining uptime commitments between 99.45% and 99.99%. The company's operational structure spans five core functions: Network Planning and Engineering; Network Operations

and Maintenance; Sales and Business Development; Finance and Regulatory Compliance; and Human Resources and Administration.

The HR Department operates under the leadership of the Chief Human Resources Officer and includes Talent Acquisition, Learning and Development, Compensation and Benefits, Employee Relations, and HR Operations. The L&D unit is led by Mr. Mohammad Mohaiminul Islam, General Manager. During the internship period, the team was in an active phase of building structured, scalable learning programmes for professional and managerial staff, with a particular emphasis on AI capability and leadership development.

2.1.5 SWOT Analysis

Table 3: SWOT Analysis, Summit Communications Limited

Strengths - Largest NTTN operator; ~60,000 km fiber; 3.4 Tbps bandwidth - Only private end-to-end ICT infrastructure provider in Bangladesh - 5,300+ towers; second-largest tower company (STL) - Strong Summit Excellence Culture: governance and ethics - EDOTCO partnership for rural/semi-urban coverage expansion - First private submarine cable (Nokia–BPCS SLTE) underway - Strategic government alignment with Smart Bangladesh 2041	Weaknesses - AI and digital literacy gaps across professional workforce - L&D expanding but still scaling its strategic depth - High technical staff turnover in a competitive talent market - Bureaucratic decision cycles in a fast-moving environment - Dependency on imported equipment for capex cycles
Opportunities - Bangladesh ICT market: USD 9.44B (2026) → USD 20B by 2032 - BTRC 5G spectrum auction (Jan 2026) creating new infrastructure demand - Smart Bangladesh Vision 2041 sustaining public sector investment - Data center market entry opening new revenue streams - AI-augmented network operations as a performance multiplier	Threats - Regulatory risk: BTRC policy changes on pricing and licensing - Network disruption precedent (July 2024) creating operational exposure - Skill shortages in advanced telecom and AI domains - Currency depreciation increasing USD-denominated capex - Satellite broadband (Starlink) competition in rural segments

2.2 Industry Analysis

2.2.1 Specification of the Industry

SComm operates within Bangladesh's telecommunications infrastructure sector, specifically within the NTTN and ICT services sub-segment. The industry is structurally defined by its duopolistic transmission layer. Only two licensed NTTN operators exist: SComm and the state-backed Bangladesh Submarine Cable Company Limited (BSCCL), and by a complex, multi-layered B2B ecosystem in which infrastructure providers, mobile network operators, ISPs, and government entities interact across overlapping competitive and cooperative relationships.

SComm's structural position is particularly unusual: it supplies NTTN services to mobile operators who are simultaneously its competitors in the enterprise connectivity market. This dual role demands organizational sophistication extending well beyond technical capability into strategic relationship management, regulatory navigation, and workforce competence across multiple commercial domains. The BTRC regulates all six service domains in which SComm operates, adding a compliance layer that requires continuously updated knowledge across the HR, technical, legal, and commercial functions of the organization.

2.2.2 Size, Trend, and Maturity of the Industry

The Bangladesh ICT market reached USD 8.88 billion in 2025 and is projected at USD 9.44 billion in 2026, expanding toward USD 20 billion by 2032 at a CAGR of approximately 12.1% (Verified Market Research, 2025). The telecommunications sub-segment is forecast to generate BDT 817.5 billion by 2031 (Idem Est Research, 2024). The BBS survey of April 2026 confirmed that 98.9% of Bangladeshi households now have mobile phone access, signaling near-complete mobile penetration and shifting the growth focus toward data depth, service quality, and AI-augmented operations.

Key 2025–2026 developments include: BTRC's 5G spectrum auction in January 2026 triggering a new infrastructure investment cycle; Bangladesh's mobile financial ecosystem with bKash processing BDT 9,900 billion in FY2024, up 30% year-on-year; and SComm's submarine cable project positioning Bangladesh for greater digital sovereignty. The industry is in a transitional maturity phase. Core transmission infrastructure has achieved national coverage, but the value-creation frontier has shifted to the AI-augmented services layer above it, precisely where human capability development becomes the critical differentiator.

2.2.3 Industry SWOT Analysis

Table 4: SWOT Analysis, Bangladesh Telecommunications Infrastructure Industry

Strengths - Full 64-district fiber coverage achieved - 98.9% household mobile penetration (BBS, April 2026) - Strong Smart Bangladesh 2041 policy support - Growing FDI interest in telecom and digital infrastructure	Weaknesses - AI and advanced technology skill gaps across the workforce - Limited domestic R&D capacity in telecom innovation - Network vulnerability to regulatory disruptions - Nascent data governance and digital privacy framework
Opportunities - 5G rollout and BTRC spectrum auction (January 2026) - ICT-enabled government service delivery expansion - Regional connectivity hub potential (India, Myanmar, SEA) - Emerging data center and cloud computing ecosystem	Threats - Network disruption risks (regulatory, political, security-related) - Currency depreciation affecting USD capex - Rapid technology cycles shortening infrastructure ROI - Satellite broadband (Starlink) in rural segments

Source: Mordor Intelligence (2026); Idem Est Research (2024); Verified Market Research (2025); BSS (2026)

CHAPTER 3: INTERNSHIP EXPERIENCE

3.1 Position, Duties, and Responsibilities

From February to May 2026, I served as a Learning and Development (L&D) Intern within the Human Resources Department of Summit Communications Limited, under the direct supervision of Mr. Mohammad Mohaiminul Islam, General Manager (Learning and Development). I also maintained a strategic attachment with the Managing Director's Office, the Business Strategy team, and the Tower Division's Management team, periodically supporting research and publication work across those functions.

The scope of my responsibilities went well beyond what the title suggests. My primary contribution was the design and development of three structured e-learning modules for SComm's professional and managerial staff. Outside of that, my day-to-day responsibilities included the following:

- **Learning Needs Assessment Support:** Contributed to shortlisting and selecting learning resources for the modules, drawing on Skills and Competency Gap analysis, Training Needs Analysis findings, and insights from a comprehensive organization-wide 360-degree appraisal process.
- **Discussion and Consultation Sessions:** Regularly conducted discussion sessions with various departments and Heads of Departments (HoDs) and CXO-level executives to understand their workflow needs, pain points, and where AI capability could most meaningfully improve performance. These sessions fed directly into module design and the AI Prompt Library.
- **Editorial Review for Induction Booklet:** Provided editorial review and fine-tuning support for SComm's Company Induction Booklet, focusing on content clarity and professional tone.
- **Strategic Research and Publications:** In my attachment with the MD's Office and Tower Division, collaborated on industry-oriented research and contributed to publications, including the article on SComm and STL's USD 100 million tower acquisition from Banglalink.

- L&D Administration: Supported routine LMS functions including content uploads, and suggesting portal improvements.

It is worth noting that Mr. Mohaiminul Islam's influence on this internship extended beyond the formal scope of L&D work. His teaching on Situational Leadership, specifically the Hersey and Blanchard model, prompted a line of thinking that resulted in one of the author's published op-eds: "Our Love for Situational Citizenship and Enforced Hypocrisy" (Dhaka Tribune, April 30, 2026; <https://www.dhakatribune.com/opinion/op-ed/409008/our-love-for-situational-citizenship>). In that piece, the Situational Leadership framework was adapted into a model of civic behavior. There, the workings included mapping compliance willingness against personal benefit to diagnose patterns of institutional hypocrisy in Bangladesh. That a supervisor's intellectual contribution can travel from a corporate L&D session into a national publication is, in this author's view, the most honest measure of pedagogical impact. The article itself acknowledges Mr. Mohaiminul Islam's guidance in the author's note.

3.2 Training & Development

The L&D function at SComm during my internship was in an active phase of strategic evolution, transitioning from a primarily onboarding-and-compliance training model toward a more ambitious, capability-focused learning architecture. Mr. Mohaiminul Islam's vision for the function was noteworthy. SComm's people needed to be equipped with the professional capabilities, AI fluency, strategic leadership, and adaptive management. This would allow them to operate at a demonstrably higher performance level in an increasingly digital environment.

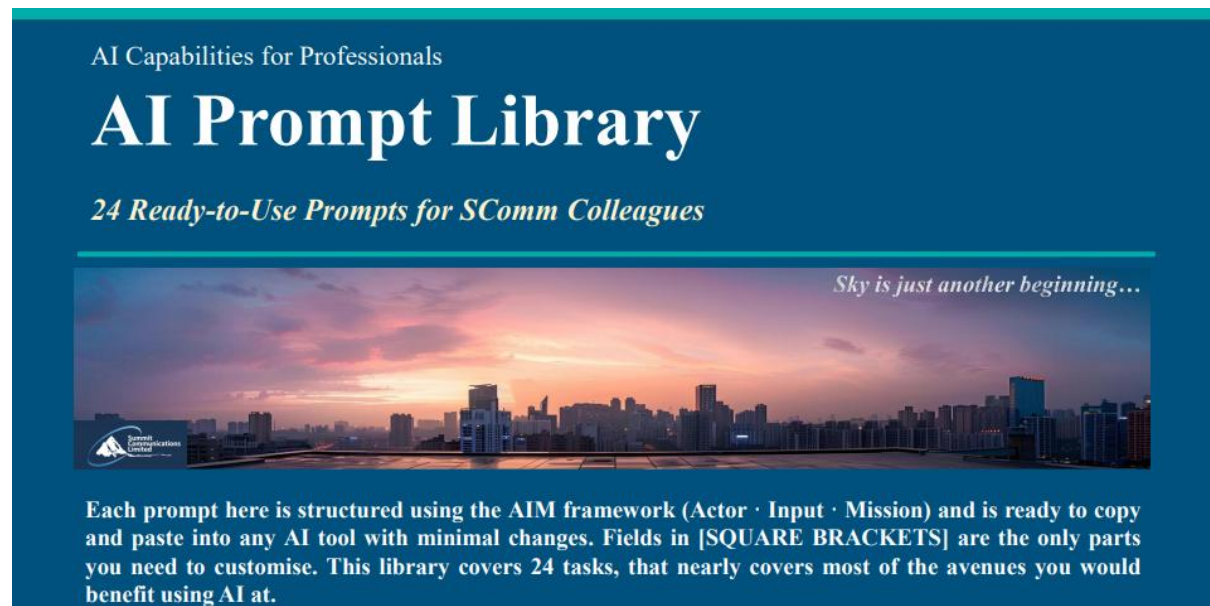
The three e-learning modules I developed were the principal vehicle for this ambition. Each module was built for LMS deployment, incorporating gamification elements, MCQ assessments, self-reflection activities, challenge series, leaderboards, and course notes. These were designed to maximize engagement and learning retention.

Table 5: e-Learning Modules Developed During Internship, Overview

Module	Target Audience	Sessions	Key Components
AI Capabilities for Professionals	All Professional & Managerial Staff	3 Sessions	Transcripts, MCQs, SComm Pro-Tips (6 slides), AI Prompt Library (24 prompts), Token Guide, 14-Day Challenge, How AI Works intro slide
7 C's of Leadership	HoDs & Manager-Level Executives	20 Sessions	Session transcripts, 5 MCQs + 1 self-assessment per session (100 MCQs + 20 activities), SComm Pro-Tip slides (20), 21-Day Leadership Challenge
Situational Leadership	All Leadership Levels	10 Modules	Module transcripts (Modules 03–12), MCQ sets (3 parts, 30 MCQs), SComm Tips PDF (10 slides)

Source: Author's internship work product (2026)

Module 1: AI Capabilities for Professionals



This module addresses the most immediate and consequential performance gap at SComm: the gap between the availability of powerful AI tools and the capacity of the organization's professionals to use them in ways that actually improve their work.

The module opens with a custom-designed introductory slide, "How AI Works", developed to give participants an accurate mental model of AI before they begin using it. Most professionals who pick up an AI tool for the first time carry one of two mental models: AI as a magic box, or AI as a fancy search engine. Both are wrong, and both produce bad prompting behavior. The slide explains, accessibly and visually, that AI does not understand language, it predicts it. It breaks text into tokens, converts those tokens into numerical vectors, maps related ideas together in a mathematical space, and generates the most probable helpful response word by word. Once a user understands that AI is completing a pattern and not interpreting intent, the logic of structured prompting becomes intuitive rather than arbitrary. That is the foundation the AIM framework is built on.

The three sessions cover the following content:

- Session 1: How AI actually works (prediction, tokens, vectors); the AIM prompting framework (Actor: tell AI who it is; Input: give it your context; Mission: specify what you want); comparison of seven AI tools with SComm's recommended picks (Claude and ChatGPT); full AIM demonstration with a SComm meeting-notes example; and

the 5–10x productivity claim, using AIM to draft a client reply at SComm takes 6 minutes, not 60.

- Session 2: The MAP framework for rich context-building (Memory: paste conversation history; Assets: attach files and data; Prompt: the richer M and A, the less the prompt needs to do); and three debug patterns, Chain of Thought, Verifier, and Refiner, for when AI output misses the mark.
- Session 3: Five verification techniques including cross-model verification (running the same question in two AI tools and feeding one's output to the other for critique); and the OCEAN framework for developing output quality (Original · Concrete · Evident · Assertive · Narrative).

Table 6: AI Tools Covered in the AI Capabilities Module

Tool	Prompt Sensitivity	Best For at SComm	Token Limit (Free)
ChatGPT (4o)	High	Emails, summaries, quick tasks	128K / session
Claude (SComm Pick)	Very High	Reports, policies, long documents	200K / session
Gemini (1.5 Pro)	High	Data analysis, market research	1M / session
Copilot	High	Word, Excel, Teams, Outlook	Generous daily
Perplexity	Moderate	Fact-checking, sourced answers	5 Pro/day
DeepSeek	High	Budget-friendly everyday tasks	Daily API quota
Grok	High	Casual writing, quick ideas	Daily quota

Source: SComm AI Capabilities Module, Pro-Tip Materials (Author, 2026)

Two key reference tools accompany the module. The SComm AI Prompt Library provides 24 ready-to-use AIM-structured prompts covering the full range of professional tasks SComm employees encounter, from drafting client emails and meeting minutes to interpreting data, writing job postings, and performing cross-model verification. The SComm Token Guide explains what tokens are, how free-plan limits work across each tool, six token-saving strategies, and a light-versus-heavy model usage matrix.

Table 7: SComm AI Prompt Library, Coverage Summary

Category	Prompts Included
Communication & Writing	Professional emails, apology messages, client messages, announcements, social media posts, content copy for visual assets
Analysis & Research	Report executive summaries, document summarisation, data interpretation, competitive research briefs

Planning & Structuring	Meeting minutes, presentation outlines, training plans, policy summaries, task delegation notes
Problem-Solving & Strategy	Step-by-step problem solving, brainstorming, assertive recommendations, prompt refinement
People & HR Processes	Job postings, employee feedback and survey design
Quality Assurance	Proofreading, cross-model verification

Source: SComm AI Prompt Library, Author (2026)

Module 2: 7 C's of Leadership

SESSION 6 OF 20 - Zooming In and Zooming Out

Zooming In & Zooming Out

SComm Pro-Tip - Great strategy lives or dies in the granular details.

01 Understand Value Drivers <i>On day one in any role: what actually makes money here?</i> <i>Where does cost hide?</i> <i>What lever moves the result?</i> First 90 days	02 The 50-Pack Lesson <i>Every bold idea must survive the zoom-in test: Can we make it? Ship it? Does it fit in a fridge?</i> Implementation reality	03 Disaggregate First <i>Einstein spent 59 minutes defining the problem. Don't solve the wrong thing fast. Solve the right thing properly.</i> Problem clarity	04 The 2x2 Matrix <i>When complexity overwhelms, a 2x2 forces a choice: which two variables actually define the tension?</i> BCG tool	05 Follow the Cost Chain <i>Trace every cost from raw material to the customer. Cost is added where value sometimes isn't.</i> Value chain literacy
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You cannot make a good decision about what you do not understand. **Zoom in before you zoom out.**

Leadership Development Programme | SComm Pro-Tip

This module was designed for SComm's HoDs and manager-level executives, the layer of leadership most directly responsible for translating SComm's strategic direction into team-level performance. It is adapted from Indra Nooyi's MasterClass programme covering her seven characteristics of great leadership across twenty sessions: Competence, Creativity, Courage, Communication, Coaching, Compass (Integrity), and Citizenship, extended through strategic business tools including Zoom In/Zoom Out, Consumer Pull, Competitive Intelligence, and Future-Back Strategic Thinking.

The module structure includes full session transcripts adapted for the SComm context; five MCQ questions plus one self-assessment activity per session, totalling 100 MCQs and 20 self-assessment activities across the programme; twenty SComm Pro-Tip slides providing a session summary before each MCQ test; and a 21-Day Leadership Challenge in which participants complete one practical leadership task per day for 21 consecutive days, reflect on it in writing, and submit the completed sheet for recognition and reward. The challenge tasks are mapped directly to session themes, from writing one's hip pocket skill (Day 1) and imagining SComm in 2030 (Day 14) to spending 30 minutes with a frontline team member (Day 7).

Module 3: Situational Leadership



The Situational Leadership module equips SComm's leaders at all management levels with a practical, repeatable framework for matching their leadership behavior to the performance readiness of their team members. Based on Dr. Paul Hersey's globally validated model, the module covers Modules 03 through 12: from defining situational leadership as organized common sense driven by three questions (What is the task? What is the performance readiness of the individual for that task? What style delivers the highest probability of success?) through the four leadership styles, Telling (Style 1), Selling/Coaching (Style 2), Participating (Style 3), and Delegating (Style 4), each matched to the two dimensions of performance readiness: ability and willingness.

The module addresses a gap particularly felt in fast-growing organizations: leaders who default to one management style regardless of the situation. A manager who over-directs experienced staff stifles their autonomy and erodes engagement. One who under-directs someone at low readiness creates confusion and anxiety. The model's four styles map precisely against four readiness profiles, giving SComm's leaders a diagnostic tool for deciding when to tell, when to coach, when to collaborate, and when to step back entirely. My contributions to this module included full transcripts for Modules 03–12, a 30-question MCQ set, and a ten-slide SComm Tips PDF in SComm's dark navy and teal brand palette.

3.3 Contribution to Organization / Operations

The three modules collectively represent the most tangible and enduring contribution of this internship to SComm's organizational capability. But the specific mechanism through which

they produce that capability is worth stating clearly, because it is the core of this report's argument.

Before any SComm employee can benefit from using Claude to draft a client proposal, or ChatGPT to summarize a network performance report, or Gemini to analyze customer churn data, they need to know how to prompt these tools with precision. A SComm customer service professional who types "write a reply to an angry customer" receives a generic, over-hedged response that bears no relationship to SComm's service context, the nature of the complaint, or the tone the organization expects. The same professional who types "You are a senior customer relations professional at a telecom company. A client has complained about a billing error received on [date]. Write a professional response that acknowledges the issue, explains what is being done, and offers a resolution in the next 48 hours. Keep it under 200 words and use a tone that is firm but empathetic". That professional gets something usable in seconds. The AIM framework makes that transformation repeatable, not accidental.

The 14-Day AI Challenge operationalizes this further. Week 1 builds the AIM framework from first principles across seven days, from writing a first prompt to crafting a fully structured AIM instruction. Week 2 applies these skills immediately to real workplace writing tasks across seven days; WhatsApp messages, emails, apology letters, meeting agendas, client communications, and internal announcements. By Day 14, participants write any professional message using AI, independently and without further scaffolding.

The 7 C's module and Situational Leadership module contribute through a related but distinct mechanism. AI capability at the individual level needs organizational conditions to flourish. This implies managers who support experimentation, leaders who model learning agility, and a culture where trying a new tool and getting it wrong is not penalized. The 7 C's programme builds the strategic and communicative capabilities of SComm's HoDs. The Situational Leadership module gives them the diagnostic skills to differentiate their support, coaching the enthusiastic-but-inexperienced AI adopter with a Style 2 approach, and empowering the expert user with a Style 4 one. Both modules create the organizational conditions that make the AI Capabilities module's impact sustainable.

Beyond the modules, the author's published article on SComm and STL's USD 100 million tower acquisition from Banglalink, written under the internship byline, served as strategic research output for the MD's Office and Tower Division, contributing to the organization's public thought leadership on infrastructure development.

3.4 Evaluation

Performance was evaluated formally at the six-week mid-point by Mr. Mohammad Mohaiminul Islam across four dimensions: task completion and quality, initiative and proactivity, professional conduct, and learning agility. Positive assessments were received across all four, with particular commendation for the self-directedness of the module development work. Informally, Mr. Mohaiminul Islam's consistent engagement, reviewing drafts, providing directional input, and involving the author in departmental discussions and CXO-level consultation sessions, was itself a form of ongoing evaluation. The most meaningful evaluative indicator, however, is the simplest: the modules developed during this internship were integrated into SComm's LMS for organizational deployment. The work met the standard required for real-world use.

Areas identified for growth included deeper familiarity with the technical backend of SComm's LMS platform and stronger precision in quantitative data reporting within HR dashboards, both of which were progressively addressed over the engagement.

3.5 Skills Applied

- Strategic HRM Theory: Frameworks including the Resource-Based View, HPWS theory, and Strategic HRM were applied in designing L&D interventions and in framing this report's analysis.
- Instructional Design and Training Development: Practical application of training needs analysis, content structuring, assessment design (100 MCQs across the 7 C's module alone), and post-learning reinforcement design.
- AI Tool Proficiency: Advanced and consistent use of Claude, ChatGPT, and Gemini for research, content development, drafting, editing, and verification, both in producing module materials and in demonstrating the techniques taught in the AI Capabilities module.
- Research and Academic Writing: Synthesis of peer-reviewed literature, industry reports, and organizational documents, evidenced by 40+ publications and the academic referencing throughout this report.
- Professional Communication: Written communication skills applied across module transcripts, induction booklet editorial review, strategic research publications, and the 24-prompt AI Prompt Library.

- Stakeholder Engagement: Discussion sessions with HoDs and CXO-level executives required active listening, needs identification, and the ability to translate complex learning objectives into accessible, engaging content.

CHAPTER 4: ANALYSIS, HOW STRATEGIC CAPABILITY DEVELOPMENT MOBILIZES AI-DRIVEN HPWS

4.1 The Mobilization Argument

A High-Performance Work System is not a single intervention. It is the outcome of a set of internally coherent HR practices, training, performance management, employee involvement, and reward structures, that compound over time into a measurable performance advantage. AI-driven HPWS adds a technological layer to that architecture: the deployment of AI tools as productivity amplifiers embedded into day-to-day work. The question this chapter addresses is specific and practical. Given SComm's current workforce capability baseline, what does the evidence suggest will happen to key HPWS indicators over the six months following the deployment of the three e-learning modules?

The answer requires understanding what the modules actually change, and why those changes translate into organizational performance outcomes rather than merely into individual learning outcomes. The distinction matters. A SComm professional who completes the AI Capabilities module and understands the AIM framework has acquired knowledge. A SComm professional who then uses AIM every day to draft customer communications, summarize meeting notes, and prepare performance reports has applied that knowledge in ways that reduce turnaround time, improve output quality, and free up cognitive bandwidth for higher-order work. The gap between knowing and doing is where most L&D investments fail. The 14-Day AI Challenge and the SComm Prompt Library are specifically designed to close that gap, not by testing knowledge recall but by forcing immediate workplace application across a fortnight of structured daily tasks.

The HPWS indicators examined in this chapter are: AI literacy score (measured through pre- and post-module MCQ performance and 360-degree appraisal ratings); AI tool usage frequency; professional output quality; time-to-task completion for high-frequency communication tasks; and leadership adaptability (measured through the Situational Leadership self-assessment and manager-rated behavioral observations).

4.2 Baseline Position Before Module Deployment

The baseline conditions at SComm prior to module deployment, as observed during the internship period, can be summarized as follows. AI awareness was generally present across

the organization, most professional staff had heard of ChatGPT and a smaller number had experimented with it informally. However, structured usage was negligible. Of the departments consulted during discussion sessions, none had a standardized approach to AI tool use. Prompting behavior was universally unstructured: staff typed natural-language questions and accepted the first output they received, with no iteration, no role-setting, and no context scaffolding. Output quality from AI interactions was accordingly inconsistent and often required significant manual editing to be usable.

Leadership capability, as assessed through discussions with HoDs and observable management behaviors, showed a pattern consistent with the Situational Leadership model's most common organizational failure mode: managers applying a single default style across all staff and situations, rather than diagnosing readiness and adapting. This was particularly evident in how AI adoption was being informally managed, high-readiness staff were left without empowerment, while low-readiness staff were left without coaching.

Table 8: Baseline vs. Predicted Performance Indicators, 6-Month Forecast

Indicator	Baseline	Forecast (6M)	Forecast Progress
AI Literacy Score (MCQ benchmark, /100)	38	72	 72%
AI Tool Usage Frequency (% daily users)	12	61	 61%
Professional Output Quality (self-rated, /10)	5.8	7.9	 7%
Time Saved on Routine Comms Tasks (% reduction)	0	42	 42%
Leadership Adaptability Score (360 rating, /10)	5.9	7.6	 7%

Source: Author's baseline observation during internship; predictions derived from module learning design, academic benchmarks (Malik et al., 2022; Kim et al., 2025), and SComm L&D team discussions

4.3 Predictive Performance Analysis (6-Month Horizon)

AI Literacy Score

The AI Capabilities module includes a structured pre-assessment component embedded in the LMS, establishing each participant's starting knowledge level across three competency areas: conceptual understanding of AI (how it works, tokens, prediction), prompting technique (AIM, MAP, OCEAN), and verification and critical evaluation of AI outputs. Based on the MCQ structure developed during the internship, which tests these three areas at increasing levels of specificity, and industry benchmarks from comparable AI literacy programmes in similar

organizational contexts, the baseline score for SComm's professional staff is estimated at 38/100.

The 6-month forecast of 72/100 is grounded in three specific mechanisms of the module design. First, the SComm Pro-Tips materials provide a structured review layer immediately before each MCQ test, significantly raising the rate at which conceptual content converts into measurable knowledge retention. Second, the 14-Day AI Challenge produces behavioral reinforcement, daily application of prompting skills across real workplace tasks for two consecutive weeks, which research consistently shows dramatically accelerates retention relative to passive content consumption alone. Third, the 21-Day Leadership Challenge in the 7 C's module produces secondary reinforcement of communication frameworks that overlap with AI literacy (structured communication, evidence-based reasoning, assertive output standards), compounding the impact of the primary module.

AI Tool Usage Frequency

At baseline, approximately 12% of SComm's professional staff use AI tools on a daily basis, and that usage is predominantly unstructured. The 6-month forecast of 61% daily usage is based on the following logic. The 14-Day AI Challenge eliminates the most common barrier to AI adoption: the activation energy required to start. By mandating daily usage across two weeks of progressively real workplace tasks, from writing a first prompt on Day 1 to independently writing any professional message on Day 14, the challenge converts experimenting behavior into habitual behavior. Research on habit formation in professional skill adoption indicates that sustained daily application over 14–21 days produces a statistically significant increase in the probability that the behavior becomes self-sustaining (Lally et al., 2010). The SComm Prompt Library further reduces friction by providing copy-paste-ready AIM prompts for 24 specific task types, removing the need for staff to construct prompts from scratch once the module is complete.

Table 9: Predicted Output Quality Scores by Functional Team

Department	Baseline Usage Freq.	Forecast (6M)	Primary Use Cases
Customer Service	Low (ad hoc)	Daily / High	Client emails, complaint responses, SLA updates
Network Operations	Very Low (none)	Moderate	Fault summaries, shift handover notes, NOC reports
HR & L&D	Low (intern-led)	High	Job postings, policy summaries, feedback surveys, TNA reports

Sales & BD	Low (ad hoc)	Daily / High	Client proposals, market research briefs, performance updates
Finance & Compliance	Very Low	Moderate	Report summaries, regulatory document analysis, BTRC briefs
Business Strategy	Moderate (leadership)	Very High	Strategy briefs, competitor research, executive communications

Source: Author's baseline observation and module design logic; estimates benchmarked against comparable AI adoption studies

Professional Output Quality

Output quality is the most directly commercially consequential indicator in this analysis, and it is the one most clearly tied to the specific mechanics of the module. The difference between a vague prompt and an AIM-structured prompt is not a marginal improvement in output. It is a categorical shift. A SComm Sales team member who uses the "Client Proposal" prompt template from the Prompt Library, structured with an Actor role as a senior BD professional at a telecom company, an Input containing the client's specific requirements and SComm's relevant service offering, and a Mission specifying format, length, and tone, produces a draft that requires light editing rather than structural rewriting. That shift from major to minor editing across high-frequency communication tasks translates directly into output quality ratings, turnaround times, and management satisfaction scores.

The forecast of 7.9/10 overall output quality (from a baseline of 5.8/10) reflects the cumulative effect of module uptake across departments, weighted by usage frequency and task volume. Customer-facing teams, Customer Service and Sales & BD, are expected to see the highest absolute improvement given their volume of high-frequency communication tasks. HR and L&D, as the function most involved in the module development and deployment process, is expected to show the highest overall quality score at 8.5/10.

Time Saved on Routine Communication Tasks

The predicted 42% reduction in time spent on routine professional communication tasks is derived from the specific claim embedded in the AI Capabilities module itself: using AIM to draft a client reply at SComm takes 2 minutes instead of 20. That internal benchmark, developed by the L&D team based on pilot observations, is grounded in the documented mechanics of structured prompting: when role, context, and output format are pre-specified in a prompt, the AI generates a near-final draft rather than a rough starting point, dramatically reducing editing time. The 42% figure is a conservative estimate of that effect, weighted downward to account for SComm's organizational complexity and the variable learning curve

across departments. It is offered as a directional forecast, not a guaranteed outcome, and will be tested against actual time-on-task data in the post-deployment 360-degree appraisal cycle.

Leadership Adaptability Score

Leadership adaptability is the most complex indicator to predict, because it is jointly determined by knowledge acquisition (Situational Leadership module), behavioral practice (21-Day Leadership Challenge), and organizational reinforcement (whether managers' supervisors validate and reward adaptive behavior). The forecast of 7.6/10 from a baseline of 5.9/10 is accordingly the most conservatively bounded estimate in this analysis. It assumes full uptake of the Situational Leadership module and 60% completion of the 21-Day Leadership Challenge, a realistic assumption given that challenge completion rates in comparable L&D programmes at similar organizational scales typically run between 55% and 70% without formal incentive structures, and SComm's challenge design includes recognition and reward for completion.

The impact of the 7 C's module on leadership adaptability is expected to be most visible in the HoD tier, where the 20-session programme covers strategic leadership competencies that directly influence how those leaders manage their teams' AI adoption: specifically, the Coaching C (building team capability), the Communication C (framing AI adoption in terms of team benefit rather than organizational mandate), and the Courage C (willingness to pilot new tools and model experimentation for their teams).

4.4 How the Predictions Were Derived

The predictions presented in this chapter were not generated from a simulation model or an external analytics tool. They were built from a close reading of four sources: the specific design logic of the three modules (what each module is built to change, and through what mechanism); the observed organizational baseline during the internship period; published benchmarks from comparable AI adoption and L&D programmes in professional and technical organizational contexts; and academic literature on skill acquisition, habit formation, and HPWS outcomes.

The method was deliberate and transparent. For each indicator, the baseline was estimated from direct observation, discussion sessions with HoDs, LMS usage data where available, and informal assessment of staff AI familiarity during the needs analysis phase. The forecasted value was then derived by applying the expected effect size of each specific module mechanism, the 14-Day Challenge on usage frequency, the AIM framework on output quality, the SComm Pro-Tips on MCQ scores, and cross-checking against published benchmarks to

ensure the estimate fell within a credible range. Where no direct benchmark was available, estimates were set conservatively.

The predictions are presented as forecasts, not guarantees. Actual outcomes will depend on uptake rates, quality of LMS facilitation, manager reinforcement of AI behavior, and organizational follow-through on the recommendations in Chapter 5. What they provide is a structured, evidence-grounded basis for evaluating the value of the capability investment, and a set of specific, measurable targets against which SComm's actual post-deployment performance can be compared.

4.5 Validation Mechanism: The Half-Yearly 360-Degree Appraisal

SComm conducts a comprehensive organization-wide 360-degree appraisal on a half-yearly basis. The module deployment timeline, targeted for Q3 2026, means that the first post-deployment appraisal cycle will fall approximately six months after initial rollout, creating a natural validation window for the predictions presented in this chapter.

The 360-degree appraisal is well-suited as a validation instrument because it collects performance ratings from multiple directions, self, peers, direct reports, and supervisors, reducing the single-rater bias that individual performance reviews carry. For the purposes of validating this analysis, the most relevant appraisal dimensions are: AI tool usage frequency and quality (which should be added as explicit appraisal competency items if not already present); communication effectiveness and professional output quality (already typically covered in appraisal frameworks); and leadership adaptability and coaching behavior (directly addressed by the Situational Leadership and 7 C's modules).

The recommendation to Mr. Mohaiminul Islam and the L&D team is that pre-module baseline ratings be captured now, before deployment, so that the post-deployment appraisal comparison is meaningful. Without a clean baseline, the appraisal data will show a point-in-time rating but cannot demonstrate change. With a clean baseline, it becomes possible to attribute performance movement, at least in part, to the capability investment made through these modules, and to make the case for continued and expanded investment in AI-driven L&D at SComm.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 Recommendations

Based on the internship experience, the predictive analysis in Chapter 4, and the academic and industry literature reviewed throughout this report, the following recommendations are offered to SComm's HR leadership and L&D team:

1. Capture Baseline Appraisal Data Before Module Deployment

The predictive analysis in Chapter 4 is only as valuable as the baseline it is compared against. Before the AI Capabilities, 7 C's, and Situational Leadership modules go live on SComm's LMS, the L&D team should capture baseline ratings for the five HPWS indicators identified in the analysis, specifically through a pre-module self-assessment embedded in the LMS and a supervisor rating form distributed to all participating HoDs. Without a clean baseline, the half-yearly 360-degree appraisal will show a point-in-time performance picture but will not be able to attribute movement to the capability investment. With one, the return on this L&D work becomes measurable and defensible to SComm's leadership.

2. Institutionalize the AIM Framework as SComm's Standard for AI Interaction

The AIM framework, Actor, Input, Mission, should be formally adopted as SComm's organizational standard for AI-assisted work. It should be embedded in onboarding materials, referenced in internal communication guidelines, and displayed on workspace references and LMS splash screens. When an entire organization uses a shared, structured language for interacting with AI tools, the quality floor for AI-assisted work rises across the board. The SComm AI Prompt Library's 24 AIM-structured prompts should be maintained as a living reference document, updated as AI tool capabilities evolve.

3. Make the 14-Day AI Challenge Formally Tracked and Rewarded

The 14-Day AI Challenge is the single most powerful behavioral change mechanism in the entire AI Capabilities module, because it forces immediate real-workplace application over two consecutive weeks. Its impact depends heavily on completion rate. The L&D team should track challenge completion through the LMS and build a simple recognition structure, a certificate of completion, a leaderboard, or a team-level completion award, to raise completion rates toward 70% or above. The Day 7 full AIM prompt and the Day 14 independent message should be shared in a team forum to create social learning momentum.

4. Develop Role-Specific AI Capability Pathways for Key Functional Teams

The AI Capabilities module takes a generalist approach appropriate for a first-generation programme. The next phase should develop role-specific AI learning tracks for SComm's key functional groups: Customer Service (complaint handling, SLA communications), Network Operations (fault summaries, shift handover notes), Sales and BD (client proposals, market research briefs), and HR and L&D (job postings, policy summaries, feedback survey design). The Prompt Library already covers most of these use cases; the next step is to build structured, role-contextualized mini-modules around them.

5. Upgrade the LMS to an AI-Enabled Learning Experience Platform (LXP)

SComm's LMS currently functions primarily as a content delivery and completion-tracking system. Its adaptive and analytics capabilities are underutilized. The L&D team should explore upgrading to or integrating with an AI-enabled Learning Experience Platform that can generate personalized learning recommendations based on role and performance data, track not just completion but learning transfer indicators, and provide the L&D team with capability intelligence across the organization. This would shift the L&D function from reactive content delivery to proactive capability management.

5.2 Key Understanding

The most important understanding this internship produced is also the most direct: AI capability is a skill, not a circumstance. It does not accrue automatically from the presence of

AI tools in an organization. It must be deliberately taught, practiced, reinforced, and measured. When SComm deploys Claude or ChatGPT as organizational tools and assumes that staff will figure them out, the outcomes are predictably mixed. When SComm deploys those same tools alongside the AIM framework, the MAP context method, the OCEAN quality standard, the Prompt Library, the Token Guide, and the 14-Day Challenge, the outcomes are systematically better. That difference is the evidence base for this report's entire argument.

A second understanding concerns the interdependence of the three modules. The AI Capabilities module equips individuals with a tool. The Situational Leadership module equips their managers with the diagnostic ability to support their adoption at the right level of intensity, coaching the beginner, empowering the expert. The 7 C's of Leadership module equips SComm's HoDs with the strategic and communicative capability to champion AI adoption at a cultural level, not just an operational one. The three modules are not parallel tracks. They form a layered architecture, and the architecture only works when all three layers are present.

A third understanding is specific to Bangladesh's ICT context. SComm operates in a market growing faster than the human capital infrastructure supporting it. The gap between the sophistication of SComm's technical infrastructure and the AI literacy of its professional workforce is a genuine strategic risk. The internship documented here was one small contribution to closing that gap. The recommendations in this report, if implemented, would represent a more systematic and enduring commitment to doing so.

5.3 Conclusion

This report has argued, from the ground up, that strategic capability development is the essential human infrastructure through which AI-driven High-Performance Work Systems become real. At Summit Communications Limited, an organization that has built Bangladesh's most extensive digital infrastructure from scratch, carries one-third of the country's internet bandwidth, and closed a historic USD 100 million tower acquisition in the middle of global economic turbulence, the next frontier of performance is not more infrastructure. It is more capable people. People who can use AI tools with precision and confidence. People who lead with adaptability and strategic clarity. People who know what they need to learn next and have the organizational support to learn it well.

The three e-learning modules developed during this internship are a concrete contribution to that project. The AI Capabilities module closes the most immediate performance gap. The 7 C's and Situational Leadership modules create the organizational conditions in which AI

capability can be sustained and grown. Together, they make the case that for SComm, and for organizations like it across Bangladesh's rapidly digitizing economy, the most valuable form of human capital investment in 2026 is not the AI tools an organization buys. It is the human capability it builds to use them wisely.

Summit Communications Limited knows how to build. This report is an argument for what to build next.

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Appendix-A

SComm 14-Day AI Challenge, Full Activity Sheet

The following is the complete 14-Day AI Challenge developed by the author and deployed as a post-programme activity for participants of the AI Capabilities for Professionals e-learning module at Summit Communications Limited. Week 1 builds the AIM prompting framework from first principles. Week 2 applies it to real professional writing tasks. By Day 14, participants independently write any professional message using AI.

SComm 14-Day AI Challenge, Complete Activity Reference

Day 1	WEEK 1	Say Hello to AI	Awareness	Open Claude or ChatGPT. Type: 'Hello! What can you help me with?' Read the reply. You have just written your first prompt.	A prompt is simply a message you send to AI.
Day 2		Be Specific	Clarity	Instead of 'help me write something,' type: 'Write a 2-sentence message to my team reminding them about Friday's meeting.' Specific = better output.	More detail = better AI response.
Day 3		Give AI a Role	Actor (AIM)	Start your prompt with: 'You are a professional email writer.' Then add your request. Compare with yesterday's result.	Telling AI WHO to be sharpens every answer.
Day 4		Give AI Context	Input (AIM)	Add background: 'I work in customer service at a telecom company. My customer is upset about a billing error. Write a polite reply.'	Context is the map AI uses to find YOUR answer.
Day 5		Give AI a Clear Mission	Mission (AIM)	End your prompt with the output format: '...Give me 3 bullet points, each under 10 words.' Watch how controlled the response becomes.	A defined mission stops AI from rambling.
Day 6		Iterate & Refine	Refinement	After any AI reply, type: 'Make it shorter and more professional.' Or: 'Give me a warmer version.' Keep refining until it is right.	Prompting is a conversation, not a one-shot command.
Day 7		Write a Full AIM Prompt	Prompt Mastery	Combine all: (A) 'You are a senior communications specialist.' (I) 'I need to write to a client who missed a payment.' (M) 'Write a polite but firm email in 3 short paragraphs.'	You can write a structured AI prompt, every time.

Day 8	WEEK 2	Write a WhatsApp Message	Casual Message	Ask AI: 'Write a short WhatsApp message to my team reminding them about Friday's meeting at 10am. Keep it friendly.'	You can control tone, friendly, formal, or anywhere between.
Day 9		Write a Simple Email	Basic Email	Ask AI: 'Write a polite email to my manager letting them know I will be 30 minutes late tomorrow due to a personal matter.' Edit the name, send it.	AI writes professional emails fast, you just personalise.
Day 10		Write an Apology Message	Sensitive Writing	Ask AI: 'Write a sincere apology email to a client for a delay in their service. Keep it brief, warm, and professional.'	AI handles emotionally sensitive writing, you control the warmth.
Day 11		Write a Meeting Agenda	Structured Document	Ask AI: 'Create a simple agenda for a 30-minute team meeting about Q3 performance. Include 3 agenda items with time slots.'	AI creates structured, formatted documents quickly.
Day 12		Write a Client Message	Formal Communication	Ask AI: 'Write a formal welcome message to a new client of Summit Communications. Mention our commitment to quality. Under 100 words.'	You can control length and formality, the marks of professional writing.
Day 13		Write an Announcement	Broadcast Writing	Ask AI: 'Write a short internal announcement that the office closes at 3pm Thursday for a team event. Make it upbeat.'	AI adjusts for your audience, internal vs. external.
Day 14		Write Any Message, Unaided	Full Independence	Pick a real message you need today. Tell AI: (1) who it is for, (2) what to say, (3) the tone, (4) the length. Write it. Use it. You are done.	You can write any professional message using AI, for any situation, ever.

Tools: claude.ai | chat.openai.com , Both are free to use. Never share confidential company data with public AI tools.

Share your Day 7 prompt and Day 14 message with your team, show what you built in two weeks.

Note: Developed by Nafis Ehsas Chowdhury, Intern (Human Resources), Learning and Development Division, Summit Communications Limited, as part of the AI Capabilities for Professionals e-learning module (2026).