



Inspiring Excellence

BRAC UNIVERSITY

Internship report on

Human resource planning and practices in Bank Alfalah limited

Submitted by

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Submitted to

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Bank Alfalah

Letter of transmittal

April 05, 2018

To

N.M. Baki Billah

Lecturer

BRAC Business School

BRAC University

Subject: Submission of Internship Report

Dear Sir,

It gives me enormous pleasure to submit the Internship report on “Human Resource planning and practices in Bank Alfalah Limited” as per your instruction. I expect this report to be informative as well as comprehensive.

Working in Bank Alfalah Limited was an inspiring experience for me. I feel that the knowledge and experience that I have acquired during my Internship will facilitate me a lot in my future career life. With my Limited knowledge, I have tried my level best to prepare the report worthwhile.

Your acceptance and appreciation would surely inspire me. For any further explanations about the Report, I will be gladly available to clarify the ins and outs.

Sincerely Yours

Farzana Ahmed Flora

ID-13304007

Acknowledgement

First of all, I would like to express my heartiest reverence and respect to Almighty Allah for his special kindness to give me the opportunity to complete the Internship program successfully. My internship report can be considered as an honest effort to develop my personal and practical knowledge, which adds to the theoretical part of my study, thus enabling me to move one-step further to face the challenges in the job market. I am grateful to the following people, irrespective of any importance in order, as my report would not have come to life without their kind cooperation & prudent advice. I am deeply indebted to my Internship Advisor, N.M. Baki Billah, Lecturer, BRAC Business School, BRAC University, for his whole-hearted guidance and supervision. His suggestions and comments to make the report a meaningful one was really a great source of inspiration for me. I would like to express my heartfelt gratitude to honorable MD. Saeed Khan (Operational Manager), Nusrat Nur (Senior Officer) and Sheikh Shakil (Senior Officer) of Bank Alfalah Limited, Dhanmondi Branch for their sincere support and enthusiastic co-operation for making the report productive. Otherwise this report would not have come into reality. The working environment in Bank was totally unknown to me, but they had helped me to adjust in this environment and to carry out my task freely. My special thanks to all officers and staffs of Dhanmondi Branch for showing me that there is strength in the units. I thank them all from the core of my heart.

Bank Alfalah

Executive summary

This report is based on applied working experience at The Bank Alfalah Limited as a part of internship program. The Bank Alfalah is the multinational bank and at Bank Alfalah they are determined to continuously transform their business philosophy into success. Being a dynamic bank with a young spirited attitude, it is crucial to put their principles into action. For Bank Alfalah, this is what defines ambition; this is way the Alfalah way. Starting off with just a handful of branches in 1997, today Bank Alfalah operates steadfastly with a vast footprint in order to provide creative, customized financial solutions to over 1 million consumers, corporations, institutions and government. With the support of all their stakeholders, they hope to promote a workplace environment where they take responsibility for their actions and promote respect, inclusiveness and uncompromised integrity – most importantly, create a Company which can survive through good times and bad. In internship course students have to prepare an internship Report at the end of the BBA Program. This report based on activities of HR Planning and practice in Bank Alfalah Limited. I try to highpoint the activities that accomplished by Bank Alfalah Ltd. Dhanmondi branch and also the activities of whole Bank Alfalah Ltd. I try my best to describe every department of different events that I learn during my internship program. But there are some limitations to collect the brief information about each and every department. Here I show the history and background of Bank Alfalah Ltd. its corporate social responsibility and most of the activities of banking system.

Bank Alfalah

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1. Company overview

Bank Alfalah Limited was launched on June 21, 1997 as a public limited company under the Companies Ordinance 1984. The bank commenced its operations on November 1, 1997. The bank introduced commercial banking and related services as defined in the Banking companies' ordinance, 1962. Bank Alfalah is the 6th largest bank of Pakistan with 653 branches in Pakistan and abroad. The roots of the bank go back to the Bank of Credit Commerce International (BCCI), which was closed down due to various allegations. The Pakistan operations of BCCI were taken over by State Bank of Pakistan and nationalized to safeguard the consumer interests, under a new identity of HCEB or 'Habib Credit and Exchange Bank'. In 1997, the bank was privatized and taken over by 'Abu Dhabi Group' of UAE, with a new identity of 'Bank Alfalah Limited'. The management of the bank had implemented strategies and policies so the bank would become a major player in the market. With a partnership with the Abu Dhabi Group the position of the bank became stronger which allowed the bank to invest more in technology to increase its range of products and services. The bank is currently operating through more than 274 branches domestically and an international presence in Afghanistan, Bangladesh and Bahrain, with the registered office at B.A. Building, Chandigarh Karachi. The objective of the Bank Alfalah Limited is provide high quality services to its customers, to participate in the growth and expansion of our national economy, to set high standard of integrity, to bring total satisfaction to their clients, employees and to become the most after bank in the country, rendering technology driven innovative services by the dedicated team of professionals.

The bank has been serving its customers in Bangladesh and now has branches in Dhaka, Chittagong, and Sylhet with owned ATMs and a member of nationwide Omnibus network giving you access to more than 3800 ATMs. Recently the bank has been awarded with a stable rating from CRAB (credit Rating Agency of Bangladesh) for the year ending December 2014. This achievement reflects commendable position in terms of liquidity, internal fund generation and access to alternative source of funds.

1.1 Financial overview of Bank Alfalah

The loan to deposit ratio of Bank Alfalah is given below:

Details	2015	2016	2017
Loans & advances	7,413,818,028	9,059,177,931	9,879,643,439
Deposits & other accounts	11,434,411,999	12,482,928,617	13,432,867,901
Loan to deposit ratio	64.84%	72.57%	73.54%

The loan-to-deposit proportion (LTD) is a commonly utilized measurement for surveying a bank's liquidity by separating the banks add up to credits by its add up to stores. This number is communicated as a rate. If the proportion is high, it implies that the bank may not have sufficient liquidity to cover any unexpected finance requisites, and on the other hand, if the proportion is low, the bank may not be gaining as much as it could be. There is a tradition idea that the ration should be in between 80% to 90%. But LTD requires it should not be that high or that low. If we see the Bank Alfalah's ratio it is neither high nor low. So, it can be said that the bank's LTD is stable and moderate.

Details	2015	2016	2017
Interest income/profit on investments	799,892,924	687,859,216	842,392,704
Interest paid/profit shared on deposits and borrowings etc.	612,119,499	449,179,374	464,480,107
Total Assets	18,373,046,527	19,653,870,108	21,865,066,992
Net Interest Margin	1.02%	1.21%	1.73%

Net interest margin is the indicator of profitability of banks. In 2015, net interest margin of Bank Alfalah was 1.02%. It increased to 1.21% in the next year, 2016. In the following year, net interest margin was rise to 1.73%. It is shown graphically below-

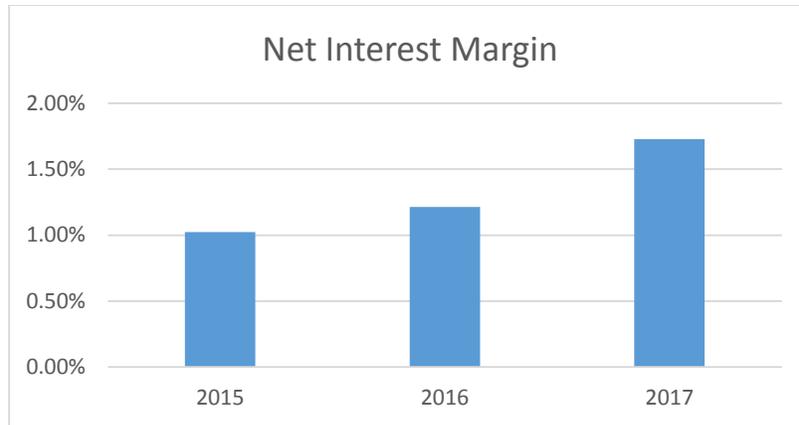


Figure- 1

1.2 Credit rating:

Credit rating is an evaluation of the credit risk of potential debtor. Providing reliable information about credit quality and credit worthiness. There is credit rating agency who evaluates it. Qasem & co they evaluate the potential debtors that whether they will be able to pay the debt back at specified time and predicting the likelihood of the debtor being defaulting. In the rate AAA and AA these are actually used for the ratings is it highly good or not. AAA refers that this is highly good and the AA is less than this. By the format of AA- is considered that the bank is at low credit risk. It refers that it is in high quality position with the improving of their assets quality, reasonable fund managing, efficient capital and improving profitability. The audit of 2017 they rate the bank Alfalah that they are in the AA- position.

1.3 Green Banking:

Green banking refers to the environment friendly banking. Basically green banking is focused on minimizing the greenhouse effect through their environment friendly policies and strategies. Green banking is necessary to improve the financial condition of a country. Bank Alfalah is also focused on the green banking like as:

They are having an ATM booth which is operated by the solar power so that they have the green ATM cards. Second of all they are having debit cards, SMS alert, internet banking, E-statement

this is how minimizing the use of paper. To save the energy and cost they use IP calls and video conference. They try to use the green equipment and also in transportation.

1.4 Industry wise classification

Details	2015	2016	2017
Agri Business	3.52%	2.68%	2.64%
Automobile dealers	0,40%	0.89%	0.32%
Cement	2.98%	6.57%	0.72%
Chemicals	1.51%	0.53%	1.50%
Financial institutions& MFIs	8.45%	15.23%	5.92%
Food & Personal Care Products	6.18%	8.77%	8.22%
Glass & Ceramics	0,20%	0.32%	0.33%
Leather &Tanneries	2.60%	7.94%	2.17%
Manufacturing & sale of Domestic Appliances	1,19%	6.95%	5.82%
Metal & Allied	15.88%	16.15%	13.66%
Oil & Gas Marketing Companies	3.92%	2.02%	0.00%
Others/Miscellaneous	8,44%	4.79%	6.47%
Paper & Board	0.11%	0.43%	0.33%
Pharmaceuticals	2.87%	2.99%	2.73%
Power Generation & Distribution- Non GOP	8.91%	2.99%	4.76%
Printing & Publishing	1.03%	0.28%	0.71%
Real Estate/Construction	0,09%	9.03%	0.33%
Refinery	0,35%	0.28%	0.37%
Services	1.35%	9.03%	4.09%
Textile Composite / Garments Manufacturing	9.83%	3.73%	5.19%
Textile Spinning	8.89%	3.22%	8.05%
Textile Weaving	-	0.77%	0.00%
Tobacco	0.63%	0.40%	0.52%
Trading	5.29%	3.65%	4.18%
Transport	0,64%	0.35%	0.19%
Vanaspati & Allied industries	4,75%	5.42%	5.89%

This industry investment basically done by the bank because there is a strong instruction by the Bangladesh Bank that every year banks should invest a certain amount on this sector. Banks invests in that sectors so that they can attain the profit as their ultimate goal is to target the profit sectors so that in return they can gain more profit with high interests.

1.5 SWOT analysis:

SWOT analysis gives an overall idea about the company, what its strengths, weaknesses, opportunities and threats. Here the SWOT analysis of Bank Alfalah's SWOT analysis are given below:

Strengths:

- Bank Alfalah has good customer relationship with the customers and try to give the priority to the customers. They give the proper time to the clients if the clients have any inquiry they give the suitable solutions to the customers.
- Subsequently, they have well-organized managing skills and they have the efficient management policy. They are ensuring the customer and employee satisfaction through their proficiency.
- Since they have flexible product and services for special clients. They are giving the extra privilege to their priority-based customers. In order to increase the interests in deposits and giving loans.
- Successively they are having Qualified and proficient workforce and a decent corporate culture. They are having the good culture than the other banks. Having a good communication top to bottom and very friendly environment is inspiring them to work.

Weaknesses:

- They have insufficient Branch and ATM booths. According to the policy they have the limitations to start a new branch and ATM booths. In addition they do not have the permission to have more branches in Dhaka because if it's so then they have to open up in other districts.
- They don't have any credit card facilities. Because they are more focused in the corporate banking rather than retail banking and they are not giving this facility.

- In this modern era, they are not serving the high technologies and updated servers. They are not investing in technology sectors and not more focused in research and development sectors.
- The Human resource management practices and the functions are not performed and considered largely that is why their man power planning is not that much efficient and turnover rate is high because of inappropriate planning.

Opportunities:

- They may diversify their products and services. According to their clients demand if they have variation in products then clients can be more focused to their bank.
- They can improvise their technological platform and software can be updated. If it is done then they can serve faster than the other banks, the information will be more secured and the transparency will be attained
- They can increase the capital demand and booming the economy. The more deposits and loans they serve the more they will create the demand in the market and our economy will boost up.
- More branches can be opened in the other divisions. If they have the branches in other divisions then the rural areas will get the opportunity and the transactions will be easier.

Threats:

- As a multinational bank they have the limitations to open new branches so other banks are warning to it. They have less facilities to capture the customers.
- Since other local banks are getting more competitive for this bank. They are allocating easier way of transaction and new products are coming up.
- Customers may switch to other banks. As they have less branches and ATM booths, no credit cards because of this they may go as everything is depending on this now a day.
- New rules and regulations can come up for multinational bank if it happens then they might eliminate and abolished from the country.

2. Introduction

Internship program is a realistic and practical subject to understand the situation nearly. It is a career development activity help a student to build their career. The academic knowledge and applied training is not the same theme. The theoretical knowledge is fulfilled when it can be used in the practical field. The objective of internship is to relate one's academic knowledge in practical fields. It is an opportunity to make yourself engage in the real work world and one can learn different kind of sectors of that company. That is why the internship program is also included in the prospectus of BBA in BRAC University, which is commenced in different organization of the country. I have also completed my internship program at the Bank Alfalah Ltd. And thus, I could learn about that organization they helped me to know about the organization and how the human resource management goes on their company and how they maintain it I get a practical overview.

Internship program is nothing but a practice of your own academic learning in practically. How to work in a real life that's what one can learn. It is kind of training program so that students can apply the theory into the real work field for their development. Moreover, this internship program enlightens both theoretical and practical knowledge.

2.1 Objectives

The main objective of this is to get an experience from the real work field. Internship program is a realistic and practical subject to understand the situation nearly. It is a career enlargement activity help a student to build their career. The objective of this learning is to complete the report. Obviously. The role of bank has huge influence in our country. So, enhance the knowledge about this sector is one of the purpose. Visit Bank and try to understand about the process of Alfalah. Thus, catch the relationship between academic education and the real practical field. To know how to work in practical market field, neck to neck competing with the leaders. In order to advance my understanding about banking field that helps me to build my career as banking department in future. Present day inspiration has proceeded onward from Maslow's Hierarchy of Needs alone. In any case, this basic motivation tool stays imperative and in that capacity it can enable HR experts to accomplish numerous organizational objectives, for example, enhanced staff maintenance and

worker engagement, as long as they understand how to apply it in a practical manner and continually adapt to meet their employees' changing needs.

- To understand the variance between academic and functional knowledge to have an experience on the human resource function of Bank Alfalah Ltd
- To decide the steps that relates with HRM
- To define the roles of HRM
- To classify the type of system is in HRM.
- To determine the efficiency of HRM.

2.2 BACKGROUND OF BANK ALFALAH

The internship program which is needed part of the BBA program to complete the degree and implementation a substantial significance as it assists a student to aware with the practical professional activities. The student work closely with the people of an organization and learn about the tasks of that organization. This program enables a student to develop his systematic skill and educational attitude. For the accomplishment of this internship program, I have been placed in the “Bank Alfalah” Dhanmondi Branch as an internee for 3 months. This report would be base on-human resource practice of this Bank.

Bank Alfalah is the fifth largest private Bank in Pakistan with a network of over 600 branches in more than 200 cities across Pakistan with an international presence in Afghanistan, Bangladesh, Bahrain and representative office in the UAE. The international Finance Corporation (IFC) of the World Bank partnered with the Bank in 2014 and holds a 15 percent stake in Bank Alfalah. Incorporated as public ltd company on 21st June ,1992 under the company's ordinance 1984, Bank Alfalah commenced banking operations from 1st November 1997.The Bank provide financial solutions to consumers, corporations, institutions and governments through a broad spectrum of products and services, including corporate and investment banking, consumer banking and credit, securities brokerage, commercial, SME, agri-finance, Islamic, and asset financing. The Bank has

97.91 percent shareholding in Alfalah Securities (Private) Ltd. which is engaged in the business of stock brokerage, investment counseling and fund placements. The Bank has 40.22 percent shareholding in Alfalah GHP Investment Management LTD, which is registered as an Asset Management Company and Investment Advisor under the Non-Banking Finance Companies (Establishment and Regulation) Rules. Bank Alfalah has always supported entrepreneurs and individuals with the potential to contribute to the country's economic growth. Through the rising talent platform. They encourage and provide meaningful opportunities to deserving and talented youth. This platform also aims to enhance the image of Pakistan by showcasing stories of optimism and ingenuity.

Vision:

To inspire and empower people to do things differently and shape their own path in life and business.

Mission:

We look at the market with fresh eyes to find new opportunities and seek new ways of enabling our customers to succeed and advance the world of finance.

Values:

They always put the customer and their needs front and Centre also they do all can do to understand and anticipate what will help their customers find their own and achieve their ambitions. Bank Alfalah does things differently, challenging the status quo to find new and better ways to move ourselves and our customers forward.

Philosophy:

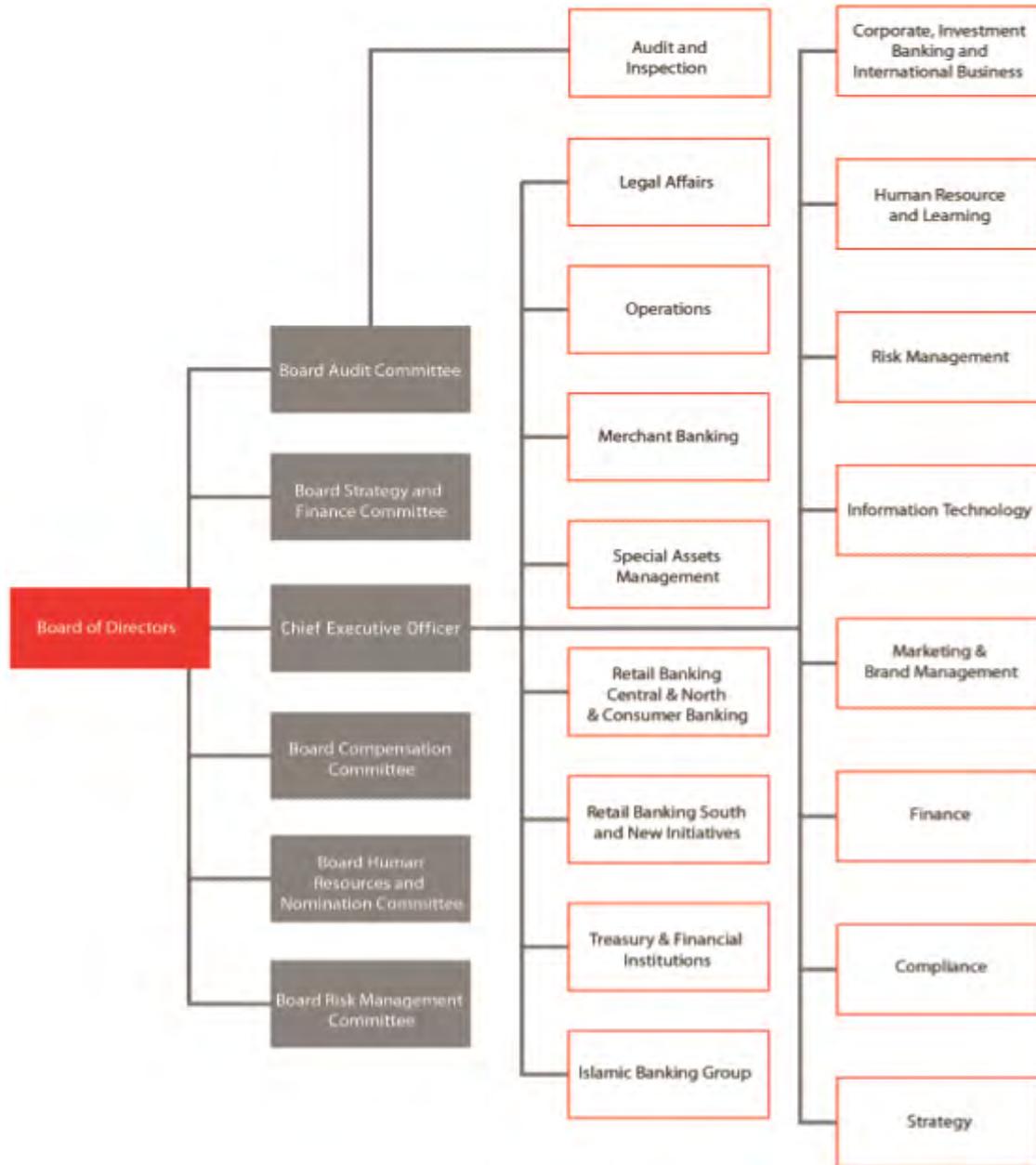
- Excellence in service
- Quality performance
- Product innovation

BOARD OF DIRECTORS

- H.H. Sheikh Hamdan Bin Mubarak Al Nahayan – **Chairman**
- Abdulla Nasser Hawaileel Al-Mansoori – **Director**
- Abdulla Khalil Al Mutawa – **Director**
- Khalid Mana Saeed Al Otaiba – **Director**
- Kamran Y. Mirza – **Director**
- Atif Bajwa – **Director & CEO**
- Atif Bajwa – **Director & CEO**
- Khalid Qurashi – **Director**



Organizational structure:



3. Literature review:

1. What Is Human Resource :

Evolution of the Term "Human Resources" Human resources, as a name for employees, was first used in a book published in 1893 according to Wikipedia and was regularly used in the early 1900's. Tracey, in The Human Resources Glossary, defines Human Resources as: "The people that staff and operate an organization," as contrasted with the financial and material resources of an organization. Human resources are the people who work for an organization in jobs that produce the products or services of the business or organization. Human Resources is also the organizational function that deals with the people and issues related to people such as compensation, hiring, performance management, and training. Human Resources is also this section of the balance where you can find information about everything from a single human resource to the field, the career, managing people, and contributions of HR within organizations. When you are looking for information about human resources management, human resources development, how to manage and supervise people, or how to work with people at work? These are the resources you need to start, manage and develop your human resources department and all of the people aspects of your business and work. Now, most organizations call employees and the department or office designated to assist the organization and its people, Human Resources. In a second meaning, human resources is also the name of the department or functional area from which the HR employees provide HR services to the rest of the organization. People who do not like the term applied to people believes that identifying people as an asset or resource of an organization -- in the same terminology you'd use to refer to land, building materials, or machines -- is improper, and can lead to poor treatment of employees.

2. Human Resource Management

This recognition of the importance of HRM extends to small businesses, for while they do not generally have the same volume of human resources requirements as do larger organizations, they too face personnel management issues that can have a decisive impact on business health. Those three challenges will never change." Until fairly recently, an organization's human resources department was often consigned to lower rungs of the corporate hierarchy, despite the fact that its mandate is to replenish and nourish what is often cited-; legitimately-; as an organization's greatest resource, its work force. Gubman observed in the Journal of Business Strategy, "The basic mission of human resources will always be to acquire, develop, and retain talent; align the workforce with the business; and be an excellent contributor to the business

3. The impact of HRM practice on business units and performance

According to (Pfeffer, 1994) Firms have progressively acknowledged the credible for their individuals to comprise a source of competitive advantage. Making competitive advantage over individuals requires careful consideration, which best use these resources. This research indicates the HR policies and profitability in the firms (Delery & Doty, 1996; Guthrie, 2001; Huselid, 1995). While Guthrie (2001) examined that HR has huge impact on the turnover, profitability, productivity and maintain the relationship between the employees. Snell, Dean and Lepak (1996) found that human capital improving HR practices were related to functional performance among a sample of trade plants. HR practice defines the performance outcomes which standardized the turnover rate, productivity, quality, service etc. Campbell (1990) argues that organization's goal sets up by the performance whatever they do it influence their actions. Behavior is the part of the HR function which will analyze the job. For occasion, making a difference others, redesigning forms to be more productive, or veering off from standard working procedure when fundamental to serve a great client might represent extra-role behavior. These have sometimes been alluded to as citizenship behavior (Organ, 1988), prosocial behavior (Brief & Motowidlo, 1986),

organizational suddenness (George and Brief, 1992) and discretionary behavior (MacDuffie, 1995). Since workers' income claims, efficiency, quality, and decrease all the costs of an organization, by impacting these factors worker commitment should affect working operating working costs. Value is generally decided as the contrast between revenues and costs, driving to the conclusion that in the event that commitment impacts operating performance which in turn impacts costs, which is related to the profitability

4. Evaluating the HRM practices effectiveness:

These days, as organizations progress towards improvement and advance, requires for efficient labor will be more evident. In such circumstances, the win of organizations in economic, social and legislative intelligent is due to competence and effectiveness of Human assets and in reality, human assets are the major help in achieving organizational objectives and making strides execution. The new thought came out for the new technology and this is how the effectiveness come from. If the HRM practices includes only then the organization goals will be achieved. In 1930, Hawthorn studies led the units must be focused on the staffing, human assets, personnel management and development of humans. Custer (2001), Garavan (1991) claimed that most of the things are related to the human resource development and the strategies are taken are more efficient. Though it is so unpredictable to know what will happen next because human nature is so unpredictable. By the training, compensation, performance appraisal the effective dimensions are set up.

4. PRODUCT AND SERVICES OF BANK ALFALAH IN BANGLADESH

Bank Alfalah provides various types and kinds of product for financial solutions. They provide Personal Banking, Corporate Banking, Self-Services Banking and Islamic Banking for customers.

CONVENTIONAL DEPOSIT PRODUCT SUITE

- ❖ Current Deposit Product Menu
- ❖ Alfalah Current Account
- ❖ Alfalah Udyog Current Account
- Savings Deposit Product Menu
- Alfalah Premium Plus Savings Account
- Alfalah Savings Account
- Alfalah Special Notice Account
- Alfalah Monthly Premium Account
- Alfalah Savings Plan
- Alfalah Rising Star
- Alfalah Fixed Deposit Accounts
- Alfalah Foreign Currency Accounts
- Alfalah Salary Account
- Alfalah Advance Profit

CORPORATE BANKING

- ❖ Working Capital Finance
- ❖ Trade Finance

ISLAMIC BANKING PRODUCT SUITE

- Current Deposit Product Menu
- Foreign Currency Current Account
- Al-Wadeeah Current Account
- Savings Deposit Product Menu
- Alfalah Rising Star Account
- Alfalah Salary Account
- Al-Mudarabah Term Deposit Account
- Al-Mudarabah Special Notice Deposit Account
- Alfalah Monthly Premium Account
- Al-Mudarabah Royal Profit (Savings) Account
- Corporate & SME Banking
- Working Capital Finance
- Project Financing, Expansion,

4.1 Alfalah All Product:

Alfalah Advance Profit:

Alfalah advance profit is a 1-year ear term deposit targeted towards individuals and joint accounts holders of conventional branches. The account shall provide opportunity for individual customers to enjoy advance return against a 1-year term deposit facility. Interest first can be placed with a minimum deposit of BDT 100000 with no upper limit.

- **Transaction Alert Service:**

By that customer will get SMS on their recommended mobile number while they will make transaction.

- **BALF Online View:**

BALF online views provide the facility to access their BALF account through internet. They can check their account summary. Also, customer can view their access to their bank account 24-7/365. By that statement can be downloaded.

- **E-Statement:**

It is available almost on the exact frequency as required. It will cut down on waiting time for customer's-Statement always maintain privacy and security also it can be viewed, saved or print as requested.

- **Alfalah Current Account:**

Minimum account opening requirement of BDT 10000 only for current account. First Cheque book is issued free of cost (25 leaf) also first monthly statement. No minimum balance requirement.

- **Alfalah Uduog current Account:**

Minimum opening and monthly average balance requirement of BDT 100k, Free Cheque book. 5 Free pay order and 5 free demand drafts per month. Free standing instruction and free monthly account statement.

- **Alfalah Saving Account:**

Open with an initial deposit of BDT 10000 only. No monthly minimum balance requirement. Profit is calculated on daily basis and paid monthly. First cheque book is issued free of cost. Customer will enjoy basic banking needs with complete ease while they also start earning profits on their saving for a more protected tomorrow.

- **Alfalah Special Notice Deposit Account:**

No monthly minimum balance requirement. First cheque book is issued free of cost also convenience of free online banking across all Bank Alfalah branches nationwide.

- **Alfalah Premium Plus Savings Account:**

If any looking at earning monthly profit with ease and accessibility to their growing saving at all times, then Alfalah plus saving account is what they looking for. It has minimum opening balance requirement BDT 25000. Minimum balance requirement is BDT 50000. Life Time Free Debit card also first cheque book free.

- **Alfalah Monthly Premium Account:**

It has attractive profit calculated on daily basis and paid monthly also open with an initial deposit of BDT 10000 only. It's minimum daily balance requirement of BDT 500000 for interest accrual and its first cheque book free. Free quarterly statement.

- **Alfalah Saving Plan:**

Attractive profit earned on daily basis and paid monthly. Open an account for BDT 2000 only. Flexible deposit plans from BDT 1000 to 25000. Up to 90% financing facility against the deposited amount.

- **Alfalah Raising Star:**

Free Debit Card and Account Maintenance fee. Open with an initial deposit of BDT 100 only. No monthly minimum balance requirement. First cheque book of 10 leaves is issued free of cost. It is mainly for student between the ages of 0 to 18 years.

- **Alfalah Salary Account:**

It is only for corporate salary account. No minimum Balance requirement. No online transaction Charge. First cheque book 25 leaves are free. Free account statement twice a year. 50% waver on banks fee for FCY issuance for abroad travel as per travel quota.

- **Alfalah Fixed Deposit Account:**

Tenure options of 1/3/6/12/24 months. Up to 90% financing facility against the deposited amount. Facility of pre-mature withdrawal.

- **Visa Debit Card:**

Accepted at more than 4000 ATMs and 15000 retail outlets across BD. Exciting discounts of up to 40% on retail transaction. SMS alerts on every transaction.

- **Utility Bill Collection:**

Electricity, Gas, Water, Telephone and University Tuition fees.

- **Locker Facility:**

Available in Small, Medium and Large size. Key deposit 2000 taka. Available for Individual, companies, associated, clubs and trusts. Auto debit facility to pay rentals conveniently. Affordable rentals BDT 2500 to 10000. Free insurance facility up to BDT 250000. Nominee facility also available.

Bank Alfalah

5. Human Resource Practice of Bank Alfalah

5.1 Human resource planning

According to the planning human resource is considered as the stream of manpower adds and out with management. HR arranging includes expecting the require for work and the resource of employment and at that point positioning the curriculums vital to guarantee that the organization will have the accurate balance of workers and aptitudes when and where they are needed.

5.2 Human resource demand

Formerly, HR organization have composed data from both inner and outside sources, they figure the request of the employment. How overflowing and what sort of individuals will be required to run the business. Different methods estimate the request of employment and requires the unique opinion. Human resource planner tries to predict the demand of labor or workforce. How much supply is needed in the organization? HRM try to fulfill the gap of the shortage and the surplus. Most of the time it is sorted by internally or externally.

5.3 Job analysis

The method for deciding the obligations and ability prerequisites of a work and the kind of person who ought to be contracted for it.

The process of job analysis is of two types:

- A. Job Description
- B. Job Specification

A. Job Description:

A work depiction or JD is a record that portrays the common assignments, or other related obligations, and duties of a position. It may indicate the functionary to whom the position reports, details such as the capabilities or aptitudes required by the individual in the work, and a compensation run.

B. Job Specification

Job Determination or specification is an explanation of the basic components of a work lesson counting a rundown of the work to be performed, essential obligations, and the least capabilities and necessities vital to perform the basic capacities of the work.

Organizational practice:

When the Bank Alfalah feels the demand in the organization they follow the job description and job specification method. The Groups for any vacancy within the approved Head Count budget shall raise a Job Requisition. This requisition shall be approved by the respective Group Heads (for Branch Network, the Business Heads/Group Heads) and forwarded to Recruitment for processing. Each Group before the beginning of the next Financial Year will be required to prepare and submit a Comprehensive Head Count and Personnel Cost Budget. This plan will be reviewed by HRLG and Finance and accordingly presented to CEO/ President. The overall Cost and Head Count Budget will be presented to the Board for approval. HRLG will ensure that all hiring in the Financial Year is within the approved manpower budget. Any hiring over and above the approved budget during the Financial Year will require CEO/ President's approval and will then be ratified by the board. In every department the supply of human resource is not properly distributed. If they feel any shortage in any department they try to find out the gap and by giving the training they try to maintain that position.

5.4 Talent Acquisition

Talent acquisition is ability securing and prepare of finding and obtaining gifted human labor for organizational needs and to meet any labor prerequisite. When utilized in the setting of the enlisting

HR calling, ability procurement ordinarily refers to the ability securing group inside the Human Resource office.

Quality of employees:

It is the version where employers search for the specific qualities of the employees so that employees can achieve the goal of the organization. What they look for are positive attitude towards work and the motivated person who can work in a little direction.

Organization practice:

Bank Alfalah also refers the talent acquisition. They refer to that employees who has quality and has enthusiasm towards the work. Experienced resources from the market or other financial institutions shall be hired depending on the business needs of the Groups against the budgeted positions/ head count. The Bank may also re-employ the services subject to the following:

- The employee had resigned on their own accord and was not terminated/dismissed from Bank's services on disciplinary grounds.
- The employee had a satisfactory performance track record during the past service with the Bank
- The previous years of service would not count for any terminal benefits
- Additionally, upon retirement from Bank's Services, the individual can be re-hired on Contract basis subject to business requirements.
- The management of the Bank may, at its discretion, employ expatriates. The Bank in such cases shall comply with the relevant provisions of the Immigration Ordinance/Law when hiring such employees.

5.5 Training & Development

The employees always need a guideline to meet the goal. Training is the process by which improves the skills and aptitudes. Training alludes to the strategies utilized to grant unused or display representatives the aptitudes they need to perform their employment. If any changes happen in the organization the employees need a training to know about the skills. How one person should work in the organization that defines the training? One person can know how to operate new things. In the first level of working the organization prepare their representatives to let them know how to work. Advancement essentially give to the administration level. Administration improvement is any endeavor to make progresses administrative execution by conferring information, changing attitudes, or expanding abilities. The extreme point of such advancement programs is, of course, to upgrade the future execution of the organization itself.

On the job training:

Usually on the job training refers to that when an employee works or doing his actual job that time basically it is given to the employees.

Of the job training:

It is basically given by cases, lectures, roles playing, etc. it is done by certain period of time. It's not necessary to attend the office.

Organization practice:

Training and development of staff is considered to be of crucial importance for Bank Alfalah's long term sustainable growth. In order to ensure that the skill levels of all Bank Alfalah team members are at optimal levels, detailed plans are prepared to meet training needs of the entire staff of the Bank. Much of the training is to be conducted in-house, while the rest (especially for senior levels), is to be outsourced, using high quality local and international training providers. Training within the Bank is implemented through the Learning Centers. Bank Alfalah also conducts workshops, seminars, conferences, etc. on important issues for top executives. To deal with the modifications and overview of new tools and methods for implementation of rules of Government and adjusting figures and also for the purpose of implementation of various reform programs.

Content wise, the training effort is channelized through the following main groups:

- Technical training in fields of Banking Operations, Credit, Trade Finance, Consumer Finance.
- Training in Sales and Customer Service skills
- Managerial skills
- Leadership skills
- Personal effectiveness skills
- Current topics like Anti Money Laundering Measures, KYC, and Basel II etc.

5.6 Performance appraisal

A performance based, just and fair Performance Management System is in place, under which Supervising officers evaluate performance of their people based on pre-agreed targets, covering Multi-pronged performance criteria. Performance appraisal is basically maintaining a standard of their work and giving a proper feedback on their work. Giving them the proper motivation for their work so that they can work well. Performance appraisal is needed for their work improvement and define their growth in the organization. For deciding the benchmark of the organization, the appraisal is needed and they manage to do the performance management.

Organization practice:

Bank Alfalah's Performance Management System comprises of following factors;

The performance Metrics consist of following value drivers;

- Financials
- Managing for Values
- Audit, Control and Compliance
- Personal Development
- People Development

The performance evaluation consists of following value drivers:

Step 1 – Plan; The Performance Management System starts at the beginning of the year with planning and setting objectives for the year. The objectives are set based on SMART Criteria as follows;

- Stretching: Improvement over last year; comparable to best industry standards
- Measurable: Measurable in terms of quality and quantity
- Agreed: Agreed & signed off by staff and line manager
- Realistic: Stretching but not unrealistic
- Time bound: Deadline for achieving each objective

Step 2 – Communicate; Goals should be communicated to the employees clearly while having discussion for better and effective understanding of targets and success factors. Furthermore, it is also responsibility of a line manager to identify the subordinates' developmental needs. This will help them to achieve the desired objectives.

Step 3 – Feedback; Line Managers should conduct periodic discussions / assessments and give feedback. In addition to this, it is also their responsibility to do gap analysis and take corrective measures to overcome any gaps / hurdles while coaching and identifying and fulfilling their staffs' developmental needs.

Step 4 – Evaluate; Evaluation process consist of following;

Self-Appraisal

Before the appraisal discussion, appraise must complete the self-appraisal along-with the completion of KPI's/ objective review document. The document should contain the following;

- Key achievements (how achievement was done is as important as what was achieved)
- Areas where the employee could not perform up to a satisfactory level

- Constraints faced / favorable factors that impacted performance factors
- Training / support / inputs required to improve performance

Hold evaluation and dialogue

This is the key part of the annual appraisal process. It is a two-way discussion covering the following;

- Discussion on achievement of objectives
- Feedback on managerial skills
- Performance development plan
- Overall performance evaluation

Identify continuous learning

Manager should do the LNA (Learning Need Analysis) for the employee by identifying the key areas where employee learning and development for employee's future growth and achievement of targets.

Reward and Recognition

Based on above, the overall performance evaluation should be done and rating should be given.

Performance culture:

Bank Alfalah's performance culture philosophy comprises of following;

- Competitive
- Pay for performance
- Supportive of corporate values Appraise

Dos and Don'ts for Appraisal Discussion:

Appraise:

Dos

- Make adequate preparation for the interview

- Accept feedback with an open mind
- Insist on specific development inputs
- Jointly decide timelines for review of development plan

Don'ts

- Get into conflict with the Appraiser
- Focus should not only be on past performance but also on future development

Appraiser

Dos

- Make adequate preparation for the interview and be clear about the objectives of the Appraise
- Make the environmental factors comfortable
- Start the interview with an informal chat and put the Appraise at ease
- Be polite, patient and neutral throughout the discussion
- Listen to the Appraise actively and attentively
- Review the performance and praise the achievements
- Conclude the interview with positive remarks

Don'ts

- Get into conflict with the Appraise. If it happens, Appraiser may stop interview and arrange another meeting
- Make personal evaluation or remarks except those related to the job
- Allow personal feelings to compromise your objectivity
- Permit level or length of service to affect the rating
- Let your overall impression or your rating on one factor influence your rating on other factors
- Hold the employee responsible for the impact of factors beyond his/ her control
- Make false promises
- Emotionally rate the employee
- Fail to provide the opportunity to prepare in advance

5.7 Compensation

In the frame of compensation there are two types of compensation includes and they are financial and non-financial. Compensation is a part of the motivation. Compensation is that part where employee get it for their work. Remuneration, reimbursement, bonuses, commission, motivation and rewards are the parts of compensation. The benefits that one organization has to give for the effort and accomplish them.

The types of compensation are:

- Basic Salary
- Bonus
- Commission
- Wages
- Incentive
- Housing facilities
- Medical
- Transportation
- Education facilities for children
- Vacation & Insurance

Rewards and benefits also given as non-financial motivation. Sometimes financially rewards give the motivation like arrange an excursion or travelling in the abroad can create a refreshment for the employee and it is included in the compensation. By non-financially it can be done by giving the recognition of best performer, celebrating some special occasions of them. They can give the loans facilities to the employee so that they can have the support from the company.

The types of rewards & benefits are:

- Cash Benefit
- Promotion
- Best performance

- Provident fund
- Insurance
- Profit bonus
- Increment (Double/ Triple)

Organizational practice:

Mostly the compensation is the main attraction in any organization. On the basis of these motivation employee are interested in working. So, in Bank Alfalah they try to give all the facilities as per they can. We need to ensure that our salary package and benefits are in line with the market. Towards this end, the Bank participates in a recognized benchmarking survey periodically. According to the range they try to keep it the best to give the proper salary. The employee also take the advantage of bonuses, incentives, medical allowance, and insurance like all the motivational things. For an example, if one BDO can fulfill the target of that month they are chosen as the best performer of that month and that's how they enter into the good books and seniors give them extra priority.

6. Lessons learned from Internship & Implications from

6.1 Organization Perspective

An intern's real wish is to taste the essence of corporate flavor along with some practical knowledge of real life working scenario. Being an intern, my wish was not so different. Over the period of my internship, my goal was to gather not only ideas about specific tasks but also gain some knowledge about organizational culture. During my internship program my supervisors showed me some valuable and important lessons as well as experiences which advanced my different talents set. As, I was devoted, disciplined, hardworking and enthusiastic, I got a chance to entree some software and processes which other interns were not allowed to do.

- Throughout my internship I have acquired knowledge in technical skills MS Excel was the most appreciated software used. Although I was very familiar with the software, I learned

many new uses of MS Excel while doing my internship. I have learned many new techniques of MS Word as well.

- During the time I have learned about the corporate culture and how to deal with people moreover, I attended the corporate meetings and understand their views.
- Most of the time my work was to maintain the files so I could know about the files information and learned how to organize it in a right way.
- Build up my personal characteristics throughout my internship I have become more punctual and sociable. And learned to communicate with others, developed my networking skills.
- Developed my flexibility in any challenging situation and responsible towards my work.
- Observed the whole office environment how they maintain their work, how they behave with their colleagues. In future it will create the worthiness in my work.
- Experimented the work load and how to deal with it within time. I learned how to become more organized and manage the things.

6.2 Implications to university's internship program

This internship is a part of our BBA program. BRAC University create this opportunity for the students so that they can get the knowledge about job life and know the organization values and culture. In future when a student will be graduated and enter into the job market he/she will have practical idea of the organization and have the experience. From university internship I have learned:

- In this time got the chance to apply my information through my supervisor to make the report more focused and informative.
- Managed the good communication with my supervisor through this internship and followed his words.
- This internship helped me in my career planning and influenced me to build my career in this sector.
- Throughout my internship my supervisors had encouraged and motivated me to perform well.
- Observed the organization practically because of Brac University and come up with this report.
- University's rules and regulation helped me to maintain the organizational instructions and direction.

7. Constraints/Challenges and proposed course of Action

Of Improvement

Bank Alfalah is well known multinational bank and they have very much good culture where employee works with delight. In every work place there are some constraints that come over your work. While my internship I have also faced some challenges and that are given below:

The environment was positive but they have limited version in HR. Moreover, I could learn less about HR in practical. As in bank normally they don't focus more in HR functions or the interns have the less opportunity to know their HR management system. It was the biggest challenge that theory I learned from the bookish knowledge I could know less. During my internship. I would work more on software, because my knowledge of posting information on the software and all is limited. Though I learned about these from my co-workers and they showed me how to do software related works. I would like to have some practical knowledge about this which I believe will help me in future if I like to pursue my career in the corporate world. I observed some problems in updating the data the customer's data they have been taking was not updated properly so when the audit comes they have to recheck and re-update the data. The software they are using is not much fast so when they input the data they need to input the data twice and some of them are still input manually. If this was not happening they could give the faster service. In the bank the employees are as busy as they have to serve the clients physically so all the time I could not get them available to learn from them. As I have never worked for an organization before until my Internship program, so for me it was a totally new step in life. At the beginning I have confronted a lot of problems, the first problem that I faced was to blend in the environment and behave in a professional matter I faced difficulties to adjust with the environment. I really did not know what to say and what not to say to my co-workers and supervisor. Moreover, I was the youngest member of my office. I had no experience of working and communicating with senior people before. So, I felt some difficulties to communicate with them at my initial stage. It was my supervisor who came forward to help me to overcome this problem that I faced in the beginning. The co-workers of mine were very friendly. The way they communicated with me made me comfortable. Thus, the problem of communication

gap had solved. Gradually I became a part of this organization and made myself easy with the environment. Furthermore, in the beginning sometimes I made some mistakes so that was so challenging for me but they improve me with motivation, make me eligible to find out my faults.

In addition, there is some theoretical gap was observed, they have some lacking in the HR. recently they have given the promotion to the employee but they did not focus in the fact who needs what. According to Maslow's theory there are five steps and everyone does not need everything some might need the esteem needs and some were looking for safety or self-actualization. The constraint is HR function is not that much focused so this is how one employee can be demotivated. So, it needs to be determined that the employee who will be motivated in what. Some might not be happy with the promotion they could be motivated with financial bonuses. If the environment is positive they will be more focused in the work. That is why the HR should be enough strong to take the challenges.

Academic preparation:

While doing my BBA I had knowledge about my core subjects like HR, Marketing, Business development and Entrepreneurship etc. but banking was not that much focused. During my internship I had less theoretical knowledge in banking. So, I did not have broader knowledge in banking. However, learning from the book and learning at field is so much different. In university banking subject should be introduced so that we the interns don't feel the problems. If we have better knowledge about the banking terms it would be easy apply the theories. To avoid this problem university can make us aware of banking sites and the software's they use. Take the students for the visit of these type of institutions. The process of implication should be introduced to the students so the challenges can be faced boldly.

8. Recommendations

After completion the study I came up with some recommendation which I observed and that might be helpful to upgrade their structure:

For bank:

- Improve the HR functions so that the major students in HR can have the practical knowledge while their internship.
- The main and mandatory steps they should take is to increase the ATM booth. For this factor customers are less interested to this bank.
- Create more diversification among the products and services then the other banks.
- Need to introduce the internet banking and the SMS alert system as the other banks are giving spontaneously.
- Like the other banks Bank Alfalah should increase more branches so that customers get the facilities from all over the country.
- Enhance the new technology and the software so that they don't need to input the manually.
- Need to focus on the employee needs and give them proper accomplishment so that they don't get demotivated.
- For the interns they should divide the work properly thus the interns get the opportunity to know all the departments and the work.

For university:

- University can bring about a seminar who already did their internship they can give a view of internships what are the obstacles students might face and how to solve it and what should be the professional behavior.

- As Brac University is so renowned our university can give a chance to our students in Brac organization to have a practical knowledge about corporate life before they are sending for internship.
- University can offer a subject where they will give an overview of corporate life, and corporate culture.
- University should keep a good connection with other organization so that interns can have good relationship with the organization and plan a good career.

9. Conclusion

In this advanced days when keeping money industry is in an exceptionally troublesome competitive mode each bank of our nation is battling to check their self as best to the client. So, each bank is attempting to modernize their self as much they can. So, banks are taking steps to

Digitalize their framework and operation. In this present day keeping money banks are lessening their ancient way of banking. Bank Alfalah needs to create their item benefit, taking after present-day way of managing an account creating, keeping money operational etc. Bank Alfalah is utilizing advanced innovation to function their account exchange and to screen it. Indeed, it is connected with Pakistan. Now-a –days this bank is trying to keep pace with the other banks. Their HR practice should be broadening so that they can give the proper employee satisfaction. In order to keep the employee HR should be strong enough. If the employees are motivated towards the bank then they will eager to target the market well and give the best service to the customers. As a multinational they are already renowned they with that branding so all they need to keep up with the modern banking. So that we can say that if bank have to survive on this competitive market bank should develop as much they can. Banking should be easy to every level of people.

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