

**Report On**  
**Recruitment and Selection Procedure of NRB Bank Limited**

**By**

**Ramisha Fariha**  
**15104111**

An internship report submitted to the BRAC Business School (BBS) in partial fulfillment  
of the requirements for the degree of  
Bachelors of Business Administration

**BRAC Business School**  
**BRAC University**  
**January 2020**

© 2020. BRAC University  
All rights reserved.

## **Declaration**

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

**Student's Full Name & Signature:**

---

**Ramisha Fariha**  
15104111

**Supervisor's Full Name & Signature:**

---

**Feihan Ahsan**  
Lecturer, BBS  
BRAC University

## **Letter of Transmittal**

Feihan Ahasan

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

It gives me a great pleasure to submit my internship report on "Recruitment and Selection Procedure of NRB Bank Limited" as per the requirement of BBA program under BRAC Business School. I am extremely grateful that you gave me the scope and opportunity to undertake this essential topic. I consider myself very fortunate to conduct this paper as per your instructions and guidance.

This task was indeed a great learning opportunity for me. The 3-month long internship activity enabled me to acquire academic knowledge as well as hands on experience in terms of HR activities and policies. I believe this enlightening experience I have acquired through my internship program will be extremely beneficial for my future endeavors.

Moreover, I collected data from key sources to make the report more informative and precise. I hope this report meets all the academic standards. I shall be very glad to clear up any queries that may occur in this regard.

Sincerely yours,

---

Ramisha Fariha

15104111

BRAC Business School

BRAC University

Date: January, 2020

## **Non-Disclosure Agreement**

This page is for Non-Disclosure Agreement between the NRB Bank Limited and Ramisha Fariha

This agreement is made and entered into by and between NRB Bank Limited and the undersigned student at BRAC Student .....

## **Acknowledgement**

At the very beginning of this paper, I convey my deep appreciation, to the Almighty Allah for enabling me to wind up this report successfully. I also convey, my cordial and deep respect to my academic supervisor Feihan Ahsan, Lecturer of BRAC Business School, BRAC University for his effective guidelines and kind supervision. Nevertheless, I could not have completed this paper without his immense support.

Also, I am very indebted to my on-site supervisor, Mr. Fahad Anwar Sinha (First Assistant Vice President, HR Division) who assigned me most of the work throughout my internship period. Alongside, I also give thanks to Mr. Imteeaz Ahmed (SAVP), the Head of HR Division, Mr. Meadad Mustak (SO), Mr. Akteruzaman Akter (SO), Mr. Rohimul Hossain Shepon (SO), Apurba Ranjan Das (Seo) and Shariar Alam (Officer) for assisting me. It was almost impossible to prepare this report without their cooperation. They provided me all the required materials to make this paper as informative and constructive as possible.

I am extremely grateful to the entire HRD of NRB Bank Limited for making my 3-month long internship journey so productive and memorable.

## **Executive Summary**

This paper is conducted on the basis of 3-months long internship curriculum, which is an academic requirement for the Bachelors of Business Administration (BBA) in BRAC University of Bangladesh. The principal purpose of this report is to determine the recruitment and selection procedure of NRB Bank Limited based on the observation during my internship period. NRB Bank Limited is known as fourth era commercial bank with an aim to be a superior financial institution for Non-Resident Bangladeshis (NRBs). The bank has created quite an impression within short period of time.

The report further provides a detailed discussion on recruitment and selection process of NRB Bank Limited. The reported is divided into four segments. The very first chapter contains a general introduction of NRB Bank Limited, comprising of objective of the study, scope of the study, methodology and limitations. The second chapter provides a detailed overview of NRB Bank Limited including all the necessary information.

The third chapter of this report covers the recruitment and selection procedure of NRB Bank Limited involving all the steps of recruitment process, recruitment policy, sources of recruitment and selection procedure. The fourth chapter deals with major findings of NRB Bank Limited. Furthermore, some suggestions are highlighted in the recommendation part from my personal learning and insights.

**Keywords:** You may include up to six keywords or phrases. Keywords should be separated with semicolons.

## **Table of Contents**

<b>Declaration.....</b>	<b>ii</b>
<b>Letter of Transmittal .....</b>	<b>iii</b>
<b>Non-Disclosure Agreement .....</b>	<b>v</b>
<b>Acknowledgement .....</b>	<b>vi</b>
<b>Executive Summary .....</b>	<b>vii</b>
<b>Table of Contents .....</b>	<b>viii</b>
<b>List of Tables.....</b>	<b>ix</b>
<b>List of Figures.....</b>	<b>ix</b>
<b>List of Acronyms .....</b>	<b>xi</b>
<b>Chapter 1 Introduction.....</b>	<b>1</b>
<b>Chapter 2 Organizational Overview .....</b>	<b>4</b>
<b>Chapter 3 Recruitment &amp; Selection of NRB Bank Limited.....</b>	<b>9</b>
<b>Chapter 4 Findings, Recommendations and Conclusion .....</b>	<b>18</b>
<b>References .....</b>	<b>20</b>



## **List of Tables**

Table 1: Advantages and Disadvantages of Internal Recruitment.....12

Table 2: Advantages & Disadvantages of External Recruitment.....13

## **List of Figures**

Figure 1: Structure of Banks .....	1
Figure 2: Management Hierarchical Structure of NRB Bank Limited.....	6
Figure 3: Internal Sources & External Sources.....	10
Figure 6: Basic Selection Criteria.....	14
Figure 7: Mode of Select Process of NRB Bank Limited.....	16

## List of Acronyms

NRB	Non Residential Bangladeshi
PCB	Private Commercial Bank
HRD	Human Resource Division

# Chapter 1

## Introduction

Banks has been a vital part in the economic advancement of Bangladesh from the very beginning of its existence. Presently, there are 63 banks operating in the country which are further divided into two different classes. These are scheduled banks and non- scheduled banks. The scheduled banks are basically under the control of Bangladesh Bank and non- scheduled banks follows their own principle. The scheduled banks include State Owned Commercial Banks, Specialized Banks, Private Commercial Banks and Foreign Commercial Banks.

A diagram has been illustrated below for better understanding:

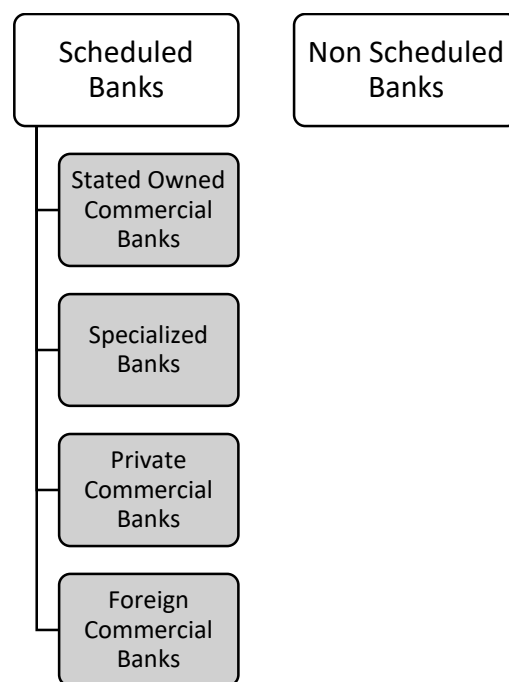


Figure 1: Structure of Banks

Most of the banks operating here are Private commercial Banks (PCBs). In the year 2013, six new private commercial bank were established. NRB Bank Limited is one of the newcomers, who is performing exceptionally well in the banking industry.

NRB Bank Ltd is classified as fourth generation private sector banks that initiated its drive in the year 2013, where the regional market meets the international market. A group of enthusiastic and business-minded funders joined together to form institution. Sponsored by 53 highly intellectual qualified NRBs (Non Residential Bangladeshi) with the aim of being the primary banking entity for NRB's to make investment in Bangladesh and for Bangladesh residents and enterprises to gain access to the global marketplace.

## **1.1 Objective of the study**

The report mainly focuses on identifying how theoretical concepts considered during the BBA program are feasible in real life practical orientation particularly in banking activities. The purpose and objective of the report are further summarized as below:

- To identify the hiring and staffing process of NRB Bank Limited
- To determine the sources of recruitment at different levels and different jobs.
- To explore the factors affecting the recruitment of NRB Bank Limited.
- To evaluate the effectiveness of recruitment procedure of NRB Bank Limited
- To determine the probable area of improvement to make recruitment procedure more effective.

## **1.2 Scope of the study**

The report observes the recruitment and selection techniques followed by NRB Limited. It further examines the corporate culture of the bank. This report does not cover all the function Human Resource Division of NRB Bank Limited, rather it is only confined to recruitment and selection procedure of the organization.

## **1.3 Methodology of the study**

The report was prepared in a very systematic manner. Data has been collected from the sources mentioned below:

### **Primary Data:**

- Observation method: Personal observation of the organization
- Discussion and personal communication` with supervisors and other employees of the bank

### **Secondary Data:**

- Internet
- Website
- Yearly Documents of NRB Bank Limited
- Articles and journals

## **1.4 Limitation of the study**

The study is subjected to the following limitations mentioned below:

- As per the organization's policy some information were confidential and kept disclosed for further interpretation.
- Due to the given time limitation, the representative sample size was inconsiderable and only limited to few of the organization's employees which does not reflect the true picture.
- Up to date information were not published over websites.

## **Chapter 2**

### **Organizational Overview**

#### **2.1 Overview of NRB Bank Limited**

NRB Bank Limited is a fourth generation private commercial bank (PCB), embodied as a public limited company in Bangladesh. It started their operation from 19<sup>th</sup> March 2013, and slowly created a strong foothold in Bangladesh's banking sector. NRB Bank Limited is mainly known for its expatriate funded banking system. It follows a unique banking scheme in which the fundamental funds are provided by non-resident citizens. Non Residential Bangladeshi's (NRB's) capitalize most of the investments. Afterwards, these depositions are given to the native country. The bank has expanded the branch network in a short pace of time. Presently, established over forty branches, thirty-nine automated teller machine (ATM), and 2,270 shared ATM booths with 77000 plus customers all over Bangladesh. The Bank carry out activities consist of providing an extensive array of products and services, personal and mercantile banking, commercial services, and funds management, depository, safeguarding and safekeeping services to its prospects. NRB Bank Limited offers Corporate, SME, Retail banking, NRB Banking and E-banking addressing the needs of their mass customers. Currently, there are 19 boards of directors, which also includes the chairperson Mohammed Mahtabur Rahman, who ensures the efficient banking structure of the organization.

#### **2.2 Corporate Vision, Mission, Values & Goals**

##### **Corporate Vision:**

Being the foremost committed banking organization for non-resident citizens of Bangladesh to make investment in the country and for Bangladeshi inhabitants and enterprises to gain access of the global marketplace.

##### **Corporate Mission:**

Aims being a superior operator of specific banking facilities as a channel to make investment across the country, mainly for the Bangladeshi localities both regionally and globally, to fasten the industrial development of the country.

Pursues to build strong connections by addressing the problems combining with proficiency, skills and solvency.

**Corporate Values:**

Possesses the most efficient financial councilors; who acknowledges Bangladesh heritage incorporated with international footprint which makes the bank unique.

- *Dynamic:* Attempts to bring success by accepting changes.
- *Innovative:* Always seeking groundbreaking ideas to be the leading bank.
- *Global:* Implements competitive advantages setting global benchmarks.
- *Integrity:* Integrates the fundamentals of morality and accountability.
- *Techno centric:* Always aims to make advancement in technological field.

**Corporate Goals:**

Aspire to build relationships with customers, stockholders worth, and employee's wellbeing.



### 2.3 Management Hierarchical Structure of NRB Bank Limited

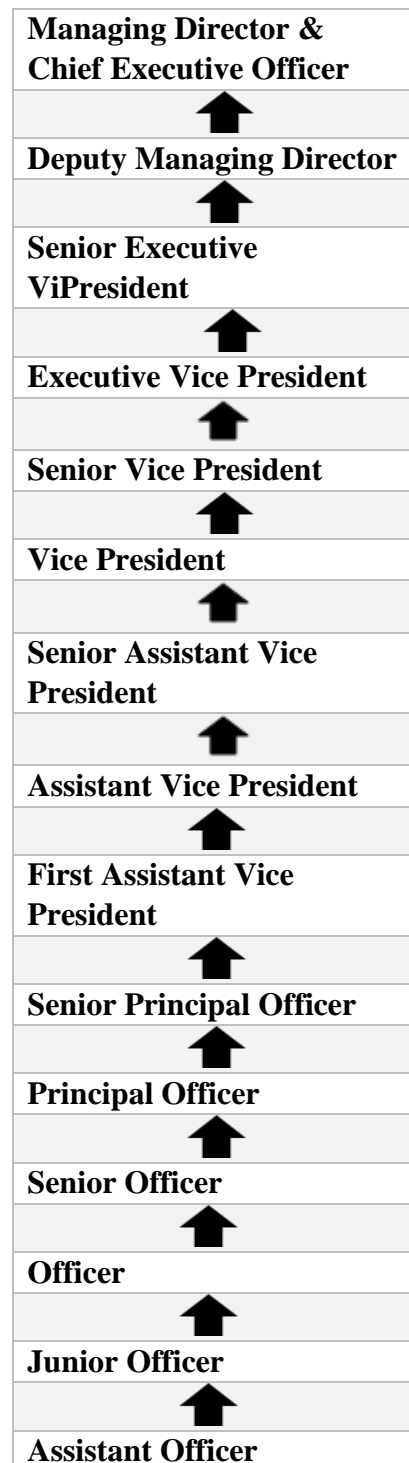


Figure 2: Management Hierarchical Structure of NRB Bank Limited

#### **2.4 Divisions of NRB Bank Limited:**

NRB Bank Limited follows a very newly invented banking structure in order to serve a variety of different market sectors. As such, being a large banking firm they included several divisions to serve and retain their customers. Presently, they have sixteen divisions which are mentioned below:

1. Human Resource Division (HRD)
2. Retail Banking Division
3. Credit Risk Management Division
4. Finance & Accounts Division
5. IT & ADC Operations Divisions
6. Card Division
7. SME Banking Division
8. Corporate Banking Division
9. Facilities Management Division
10. Brand & Communications Division
11. Operations Division
12. Internal Control & Compliance Division
13. MD's Office
14. Company Secretariat Division
15. Risk Management Division
16. Treasury and Financial Institutions Division

#### **2.5 Products and Services of NRB Bank Limited:**

NRB Bank Limited features a broad range of products and facilities designed to make the banking experience easier and faster. The products and services provided currently are given below:

- Retail Banking
  - Retail Deposit Account
  - Retail Saving Scheme
  - Retail Loan
  - Student Banking
  - Payroll Banking
- Cards
  - Credit Cards
  - Debit Cards
- E-Banking
- SME Banking
  - SME Loans
  - SME Deposits
- NRB Banking

- Corporate Banking
- Agent Banking
- Sustainability
  - Green Banking
  - Green Financing

## **2.6 Human Resource Division of NRB Bank Limited**

NRB Bank Limited HRD is purely focused on employee development, which results in increased productivity for the organization as a whole. They are primarily in charge of hiring staff, employee remuneration and rewards, and promoting the work plan in the organization. At the same time, they engage in performance improvement of employees. Moreover, the bank's HRD designs and executes the policies and procedures of the organization. For example, ensuring punctuality of the employees, following the code of conduct, etc. In addition, the HRD also sets strategies for effective management of the bank.

## Chapter 3

### Recruitment & Selection of NRB Bank Limited

#### 3.1 Recruitment and Selection

Recruitment and selection is a major aspect of people management. An efficient human resource management guarantees that the best employees are recruited for the purpose of obtaining the organizational goals. Seeking the right sort of candidates and attracting them to make an application for the vacant post in the establishment is known as recruitment. It is the initial step for selection of suitable employees in the organization. The organization then publishes job vacancies in the organization through newspaper advertisements, online job portals, job fairs, etc. After a period of sourcing, screening, shortlisting and selecting the right candidates, the job vacancies are filled in the organization.

#### 3.2 Recruitment Process of NRB Bank Limited

NRB Bank Limited follows a very structured recruitment process. To know the future demand of employees, the HRD performs a very comprehensive job analysis. The HRD provides a form at the beginning of the year to all the divisions and branches of NRB Bank Limited. The information gathered through these forms reflects a yearly estimation of future workforce. Also, through conducting a comprehensive job analysis, NRB Bank Limited has a clear idea regarding particular requirements of a job. Later, job description and job specification are prepared highlighting job responsibilities and qualifications for the job.

#### 3.3 Types of Recruitment:

NRB Bank Limited engages in two types of recruitment mentioned below:

- **Annual Recruitment:** According to the HR plan of the organization, several employees are recruited each year in regards to available job vacancies
- **Need Based Recruitment:** At times of sudden vacancy, the bank recruits its employees according to the needs of the organization.

### 3.4 Sources of Recruitment of NRB Bank Limited:

NRB Bank Limited consider applicants from the following two sources mentioned below: -

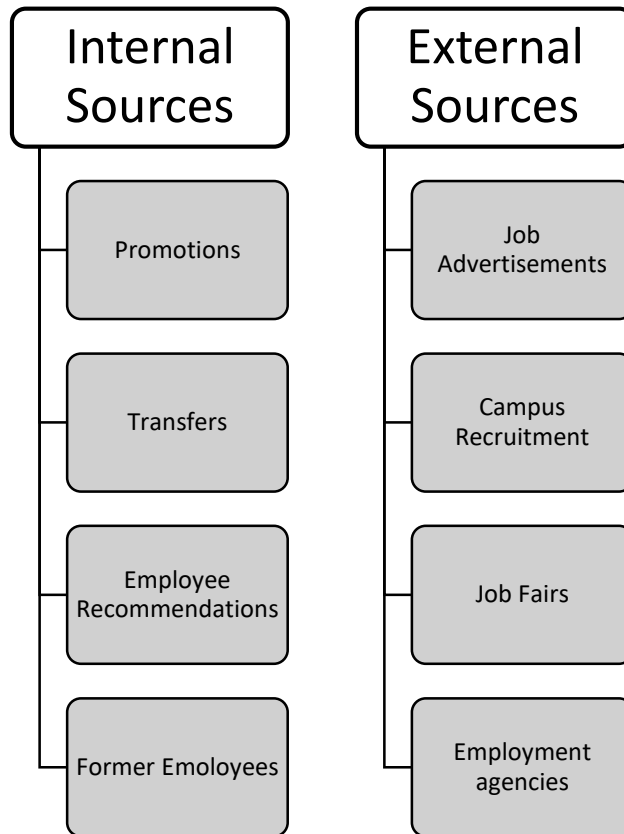


Figure 3: Internal Sources & External Sources

- **Internal Recruitment:**

Internal recruitment is when the organization seeks candidates within its current workforce to fill the job vacancies.

- **Promotion:** Promotion is a form of job posting, that indicates an upward movement of employees in organizational hierarchy with increasing salary. Thus, filling the vacancies from within the organizational employee pools.
- **Transfer:** Transfer is the movement of employees from one job to another without any change to job responsibilities and grade.
- **Employee Recommendation:** Many employees often refer their friends and family for job vacancies. The bank then identifies the potential candidate among the employee's social circle.
- **Former employees:** Former employees are those applicants who are to works again for the organization with different terms and conditions. These includes retired or retrenched who are mostly rehired on part-time basis.

- **External Recruitment:**

External recruitment is the attempt to fill job vacancies with the outside applicants rather than the organizations current workforce.

- **Job advertising:** Advertising job benefits and job contents attracts a wide range of candidates. The various mediums of advertisement include newspaper, website and online portals.
- **Campus recruitment:** NRB Bank Limited can recruit potential candidates from various educational institutes.
- **Job fairs:** The bank can participate in various career fair to attract potential prospects.
- **Employment agencies:** Employment agencies can be either public or private establishment which provide potential prospects for organization that in search of employees. For example:- [www.bdjobs.com](http://www.bdjobs.com)

### 3.5 Advantages and Disadvantages of Internal Recruitment

Advantages of Internal Recruitment	Disadvantages of Internal Recruitment
<ul style="list-style-type: none"><li>• Cost effective and less time consuming.</li><li>• Training is not required.</li><li>• Enhances relationship with organization employees.</li><li>• Encourages employees to give their best efforts for promotion.</li></ul>	<ul style="list-style-type: none"><li>• Possible dissatisfaction among candidates who did not succeed.</li><li>• Confined to limited choice of candidates</li><li>• Nepotism</li></ul>

Table 1: Advantages and Disadvantages of Internal Recruitment

### 3.6 Advantages and Disadvantages of External Recruitment

Advantages of External Recruitment	Disadvantages of External Recruitment
<ul style="list-style-type: none"><li>• Broader range of candidates. New hires can be selected from a larger pool of talent.</li><li>• New prospects brings new insights and perspectives.</li><li>• Opportunity to hire professionals</li></ul>	<ul style="list-style-type: none"><li>• Expensive due to advertisement cost involved.</li><li>• Can be time consuming because of interviewing and background checks.</li></ul>

Table 2: Advantages & Disadvantages of External Recruitment



### 3.7 Selection Criteria of NRB

Selection criteria are the educational qualifications, abilities, expertise, and personal traits usually required to fulfil the job responsibilities enlisted in the job description. Employers based on these criteria select the most fit person for the job position. Most of the time, selection criteria are clearly mentioned in the selection the job description. According to the selection process of the organization the selection criteria is designed as a sequence of important questions which must be referred in the hiring process. NRB Bank Limited also seeks certain criteria among the potential prospects for the success of the bank.

The basic selection criteria for NRB Bank Limited is illustrated below:

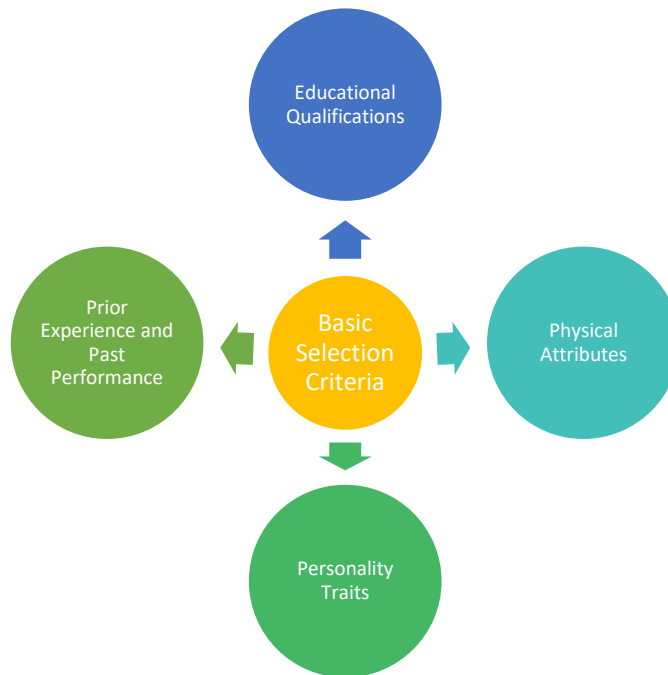


Figure 4: Basic Selection Criteria

### 3.8 Selection Procedure of NRB Bank Limited

Selection Process is all about choosing the fit candidate among the qualified candidates. Selection process ensures suitable candidate is chosen through series of interviews and test. NRB Bank Limited follows a comprehensive set of steps as given below:

#### 1. Inviting of applications:

The anticipated applicants are invited from both inside and outside the establishment. P Job circular are promoted through detailed job description and job specification which attracts huge number of candidates.

#### 2. Receiving of applications:

CV's are collected from various sources which provides necessary information about the applicants.

#### 3. Reviewing of applications:

The HRD engages in CV sorting by ensuring the candidates fulfill and matches variables mentioned in the job circular. The HRD reviews and selects the best applicants according to the information provided in CV.

**4. Written Examination:**

The qualified prospects are contacted for a written test in order to evaluate their basic job knowledge, general knowledge, communication skill and analytical aptitude.

**5. Selection interview:**

Candidates proving themselves through written test are called for personal interviews to know about the candidate's strength and weakness. The interviews are conducted individually or in a panel basis.

**6. Reference and Background checks:**

NRB Bank Limited asks for two references from the candidates to crosscheck all the information. Also, the candidate requires a police verification report which ensures whether the applicant have a clean background or not.

**7. Medical Examinations:**

To check whether the candidate physically fit or unfit for the job responsibilities and organization.

**8. Final Selection:**

At this point, the applicant is granted an appointment letter which confirms the applicant job in the organization.

### 3.9 Mode of Selection Process in NRB Bank Limited:

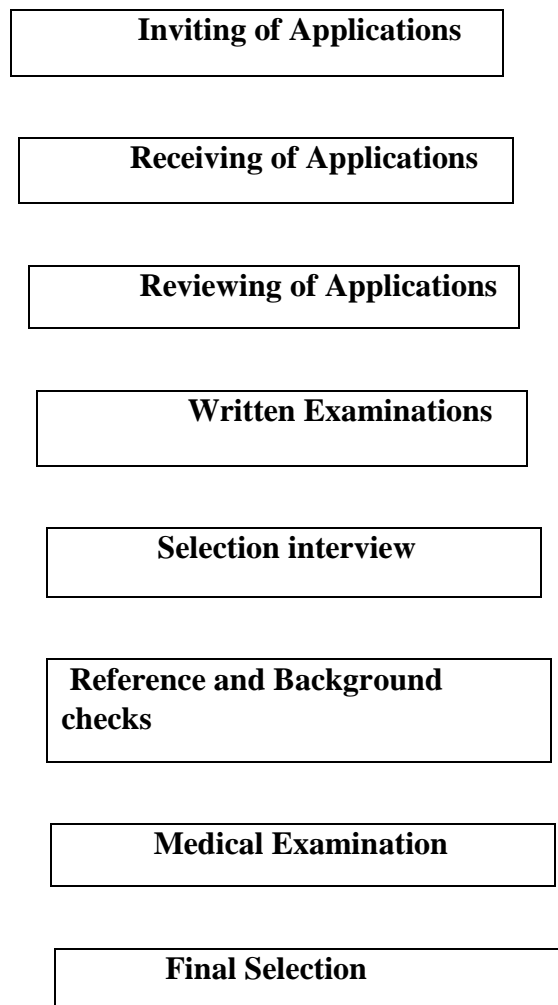


Figure 7: Mode of Select Process of NRB Bank Limited

### **3.10 Factors affecting the selection process of NRB Bank Limited**

The factors affecting the selection process are as follows:

- Company's Pay Package
- Supply and demand of specific skills
- Legal and Political consideration
- Organization Policy
- Organization Image

### **3.11 Recruitment Policy**

The recruitment policy of NRB Bank Limited is formulated in way, that it ensures an efficient and transparent hiring and staffing of employees. HRD, solely is responsible for carrying out all recruitment related activities. Few of the recruitment policies are given as follows:

- Every appointment letter shall be issued by Managing Director with the assent of the Board Committees.
- The interview board must include, the Head of Department of that particular post, alongside the Head of HRD and other HR employees
- Age limit restriction varies from post to post. In case of MTO, TAO, Trainee ACO, and JO, the age must be above 18 years and below 30 years.
- The HR Contractual can apply for a permanent post, after serving the bank for two consecutive years.
- Absolute confidentiality of applicants must be maintained.

## Chapter 4

### Findings, Recommendations and Conclusion

#### 4.1 Major Findings

- NRB Bank Limited recruits the most suitable candidates from a pool of applicants sourced internally and externally.
- For external sources, NRB Bank Limited post advertisement in newspapers and online portals. Such as [www.bdjobs.com](http://www.bdjobs.com), [www.prothomalojobs.com](http://www.prothomalojobs.com)
- NRB Bank Limited policy restricts hiring of any candidate below the age of 18 years.
- NRB Bank Limited hires recent graduates for primary level job. For mid-level and higher level, they favor candidates with quality experience and qualifications.
- NRB Bank Limited recruitment and selection process is fair and transparent
- There is no discrimination against the applicants on the basis of gender, race, religion and color.
- While serving NRB Bank Limited, the person is not allowed to work for any other establishment.

#### 4.2 Recommendations

After analyzing all the information regarding NRB Bank Limited's recruitment process. These are few of the recommendation provided to construct a more effective and efficient recruitment process.

- NRB Bank Limited can further include assessment session in their recruitment and selection process. Through the assessment center candidate's knowledge of the job and the organization could be examined by means such as group activities, individual presentation, case studies, panel interviews, etc.
- NRB Bank Limited must use powerful software to keep employee record and update. Thus, they can know which type of qualified employee they currently have in the organization. Furthermore, based on this records they can forecast future employment needs.
- Reference must not be used as a selection criterion as it creates biasness and nepotism within the organization culture. Due to which, the deserving candidates miss the job opportunity.
- Though NRB Bank Limited provides induction training to the newly hired candidates before placement, but providing more extensive training session related to jobs can be more beneficial.

### **4.3 Conclusion**

Recruitment is a significant aspect for every establishment. Recruitment and selection enables the organization to choose a superior manpower resource who brings success for the organization in the near future. As a result, more significance should be given on selecting the right person.

Moreover, NRB Bank Limited follows a well-defined and efficient recruitment process. NRB Bank Limited believes in recruiting the best people to have a competitive edge in the banking sector. The best employee can only ensure the best banking experience for their customers. By implementing the suggestions in the recommendation part can enhance the bank's recruitment procedure to a greater extent. Since, the best employees are proven to be more productive which will further increase the bank's revenue.

During conducting this study, I had the opportunity to closely monitor the structured recruitment procedure of NRB Bank Limited which helped me to gather detail knowledge on this very topic. Also, through this internship experience, I learned about corporate culture and organizational professionalism. In the near future, I believe NRB Bank Limited will be the leading bank in the banking industry by properly utilizing their human resource and other banking functions.

## References

1. nrbankbd. (2018, December 31). Annual Report 2018. Retrieved from <https://www.nrbankbd.com/wp-content/uploads/2019/06/Annual-Report-2018-Final.pdf>
2. nrbankbd. (2017, July 24). Vision, Mission & Values. Retrieved from <https://www.nrbankbd.com/vision-mission-goal/>
3. wikipedia.org. (2019, November 10). NRB Bank. Retrieved from [https://en.wikipedia.org/wiki/NRB\\_Bank](https://en.wikipedia.org/wiki/NRB_Bank)