

**Report On**  
**Training and Development Practices and Policies of Southeast**  
**Bank Limited**

**By**

**Mohammed Sharafat Ullah**  
**16104090**

**An internship report submitted to the BRAC Business School in partial fulfillment of the**  
**requirements for the degree of**  
**Bachelor of Business administration**

**BRAC Business School**  
**BRAC University**  
**January, 2021**

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## **Declaration**

It is hereby declared that

1. The internship report submitted is my 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 have acknowledged all main sources of help.

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

**Mohammed Sharafat Ullah**

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**Student Full Name**

16104090

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

**Mr. Ahmed Abir Choudhury**

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**Supervisor Full Name**

Lecturer, BRAC Business School  
BRAC University

## **Letter of Transmittal**

Mr. Ahmed Abir Choudhury  
Lecturer,  
BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

Subject: **Submission of internship report on Training and Development Practices and Policies of Southeast Bank Limited**

Dear Sir,

Here is my internship report prepared on Training and Development Practices and Policies of Southeast Bank Limited.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Mohammed Sharafat Ullah  
16104090  
BRAC Business School  
BRAC University  
21 January Thursday, 2021

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between Southeast Bank Limited and the undersigned student at BRAC University Mohammed Sharafat Ullah, ID:16104090

## **Acknowledgement**

I am absolutely grateful to “**Southeast Bank Limited**” for helping me avail all the information and data needed to prepare this report.

Besides, I want to convey my gratitude to my academic supervisor, **Mr. Ahmed Abir Choudhury** for guiding me throughout the entire time of me writing the project and responding to each of my quires by conducting meetings and via mails.

## **Executive Summary**

Southeast Bank Limited, a well-known commercial private bank of Bangladesh, is the organization where I have worked as an intern. In this report, I explained the learning I had working with the bank as well as the difficulties I faced. I also wrote the organizational overview and various business practices that it conducts. However, the prime objective of the report is to let the readers know about the training and development practices and policies of SEBL. The project is prepared based on an observational research where survey, interviews and discussions are the prime tools. Although, the serve result has been very positive, in the project I recommended trainings on agent banking, digital banking, mobile financial services, soft skills like emotional intelligence and finally leadership building to take the bank's training practices one step further.

Key words: **Observational Research**

## **List of Acronyms**

SEBL	Southeast Bank limited
LC	Letter of Credit
DPS	Deposit Pension Scheme
FDR	Fixed Deposit Receipt
MD	Managing Director
HR	Human Resource
IT	Information Technology
SME	Small and Medium Enterprises
NGO	Non-Governmental Organization

MFI	Money Flow Index
GB	General Banking
NBFI	Non-Banking Financial Institution
DMD	Deputy Managing Director
CAMELS	Capital Adequacy, Asset Quality, Management, Earnings, Liquidity and Sensitivity
SWIFT	Society for Worldwide Interbank Financial Telecommunications
IR	Interest Rate

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## **Chapter 1: Overview of Internship**

### **1.1: My Information:**

Mohammed Sharafat Ullah

ID: 16104090

Program: Bachelor of Business Administration

Major: Human Resource Management

### **1.2: Internship Information:**

#### **1.2.1:**

Period: 12 weeks

Company Name: Southeast Bank Limited, Principal Branch

Department: General Banking and Export

Address: Eunoos Trade Centre, Plot 52, 53, Dilkusha Road, Dhaka 1000.

#### **1.2.2:**

Supervisor's Information:

Md. Zahirul Haque

Position: Vice President and Manager Operation

#### **1.2.3:**

#### **Job Scope – Job Description:**

My job duties and responsibilities are described below:

- Getting perception of general banking activities like daily cash operation, account opening, deposit product, inflow and outflow of cash remittance
- Assisting the officers with day to day import operations like LC opening, Lodgment and Payment and Bangladesh Bank reporting

- Being acquainted with export operation like back to back opening, advising, acceptance, cash incentive, proceed realization, document forwarding and bill purchasing
- Overall, observing the work of the bank officials by sitting next to them at different desks, interacting with them and asking them questions if I have any sort of queries about the processes and procedures of the banking events.

### **1.3: Internship Outcomes:**

#### **1.3.1: My Contribution to the Company:**

The contributions that I believe I made for SEBL working there as an intern follow.

- Supporting the bank officers to perform the regular pieces of work like account opening, disbursement of cash remittance, marketing of deposit products like DPS, FDR
- Also, giving assistance to the employees of the organization in LC opening documentation, Bangladesh Bank Online reporting, record keeping in manual register
- Moreover, helping the bank officials in cases of sorting the swift incoming and outgoing message
- Furthermore, being a helping hand to the workers at various desks in terms of file management, communication with insurance company and cash management operation on a daily basis
- Finally, assisting the officers preparing insurance of pay order and cash voucher.

#### **1.3.2: Benefits that I have had working in the organization:**

Being a student of undergraduate education, getting the experience of working at an organization with the personnel that have been serving an extremely important industry for the country for years, for sure, is absolutely beneficial for me in many terms.

Firstly, what I want to point out is the fact that I got to gain a full overview of the day to day general banking operation, foreign trade operation of SEBL, Principal Branch. In fact, I think this experience is not only worthwhile but rewarding as well since I have an ambition to work in the banking sector in the coming future. For certain, I got a lot of insights about the ins and

outs of the way a branch is run that I would not have been able to get, had I not worked at the Principal Branch of SEBL. Besides, the fact that I got the opportunity to work with the Principal Branch of SEBL among 136 branches of them, has also gone in my favor. Talking to the bank officials I got to know that more activities and transactions take place through this branch more than any other else of SEBL. Therefore, the amount of exposure I got to have from working in this branch is simply incredible.

Furthermore, I had the chance of closely looking at and following the lifestyle of the bank officials. While being in conversation with them I got to have the cognizance regarding how they maintain punctuality, get the work done on time, what they do if any urgency arises in the branch, the fact that at times they need to stay at the workplace beyond the office hours. They told me how they deal with pressure, manage stress, about the etiquettes that are to be followed at office and also enlightened me of corporate politics.

I firmly believe that these experiences, understandings, priceless conversations with the bank officials will give me an edge when I will put my baby steps in the corporate world.

### **1.3.3: Problems Faced during the Internship Period:**

Although I reckon that it has been a sublime experience working as an intern at SEBL, I have confronted a few challenges and difficulties there.

To begin with, at SEBL interns are not allowed to access the core banking system. Ultimus is one of the major software which is used to carry out the functions at SEBL. However, I was not authorized to use that software or any other tools that the bank officials operate with. This is the prime difficulty that I faced whilst working there.

Besides, due to the pandemic, many of the workers had to work in the bank being rotated like working at one desk today and then at some other desk tomorrow. For this, I could not observe the works of all the desks in detail. This is another thing that I thought was a limitation for me in terms of learning and enriching my realm of cognizance about the banking system.

### **1.3.4: Recommendations:**

It is known to all that all branches of a commercial bank deal with millions of money, make transactions in billions at times as well. Also, they have to keep secrecy about a lot of matter. There happens so many things that are supposed to be confidential. As much as I acknowledge

it, I do recommend SEBL to give access the interns to the core banking system and software at least to a certain degree, if not entirely. Since, the key functions in the bank are performed through software like Ultimus as mentioned previously, excel, access, google form and so on, in order for the interns to make the learning optimal, entrance to these systems and software would contribute a lot. By letting them do so, the chances of raising their functionalities will go up.

Moreover, if the interns get to have a particular desk at the office that would be great as well. This will give them the atmosphere that a regular employee of a bank gets whilst working and will motivate them to pursue their aspiration with more resilience, conviction and care.

## **Chapter 2: Organizational Part: Overview, Operations and a Strategic Audit**

### **2.1: Introduction:**

#### **Objective:**

To begin with, the earliest objective of preparing the project is to gather insights and information about SEBL, how the bank is run, the core areas that are absolutely necessary in order for the bank to function properly and eventually to get along with its business. Then, even more importantly the further objective is to explain and analyze the training and development practices and policies of SEBL, which basically is the topic of the project part of the report, and present a clear idea about it to the readers.

#### **Methodology:**

Since this report is prepared based on an observational research, the methods applied to make the report ready are mainly survey, interviews, discussions, practical working experience, taking notes viewing and seeing events and studying relevant content materials.

#### **Scope:**

Many organizations give the interns a scope of getting hired given the fact that his performance at the workplace is absolutely top-notch and even beyond the expected level. However, at SEBL interns do not get to have an access to the core banking system and therefore I saw no such clear and obvious scope to show the performance to be hired in the future. Therefore, I sort of experienced a lack of scope in the regard.

### **Limitation:**

One of the biggest limitations was I joined SEBL as an intern for a 12-week program. As days went by I realized that this time frame is actually too short to understand all the activities that happen in a branch. Furthermore, I worked there when a pandemic situation is prevailing and this is why I had to maintain social distance and thus on many occasions I could not observe a lot of things that were happening around me the way I would have liked them to.

### **Significance:**

This report will give the readers a transparent idea about how the officials of SEBL perceive the current set of training and development programs to be and figure out areas that SEBL might want to consider whilst planning for the training and development programs in the coming days.

## **2.2 Overview of the Company:**

Southeast Bank Limited was established on March 12, 1995 as a scheduled commercial bank within the sphere of Bank Company Act, 1991 and incorporated as a Public Limited Company under Companies Act, 1994 and on May 25, 1995 the bank started its commercial banking operations. From the beginning to the present days, within this short span of time, the bank proved itself to be a progressive and dynamic financial institution in the country. The bank is very well reputed among the business community of the country ranging from small enterprises to large traders and industrial conglomerates, including the top-rated corporate borrowers for its forward-looking business outlook and innovative financial solutions. Moreover, it has been able to create an image and earn significant reputation in the country's banking sector as “a bank with vision. At present, the bank has 136 branches serving customers around the country. In addition to that, SEBL within a time of 10 years of its activity made a striking progress and met capital ampleness prerequisite of Bangladesh Bank.

This bank is rising very rapidly to attain its position as one of the leaders of the new generation banks in the private sector in respect of business and profitability as it is evident from the recent financial statements of the bank.

Southeast Bank Limited arose as another business bank to give effective banking administrations and to contribute financial improvement of the nation. On April 17, 1995 the

bank's authorized capital was Tk. 1000 Million and Paid up Capital of Tk. 100 Million (was raised to Tk. 200 Million in 1997). A cartel of highly talented and successful entrepreneurs from various fields of economic activities like shipping, oil, finance, garments, textiles and insurance and so on founded the bank.

Mr. Lutfar Rahman Sarkar, the former Governor of the central bank of Bangladesh, was the first Managing Director of the Bank. Since then the Bank is being managed by highly professional people having wide experience in domestic and international Banking.

As a matter of fact, the bank is manned and managed by qualified and efficient professionals by whom the bank can offer a very wide spectrum of services very professionally to its customers. A group of very eminent personalities are there in the board of directors of the bank chaired by Mr. Alamgir Kabir.

In fact, not only does the bank get stuck on interest based earnings but it is focused on fee based earnings too from non-fund activities of the bank, which includes capital market operations like underwriting, portfolio management, mutual fund management, investors' account as well as commission-based business like Letter of Guarantee, Inland remittance, Foreign remittance etc. These businesses offer a gigantic chance to extend bank services to even on a higher extent.

### **2.3: Management Practices:**

Management practices are the working techniques and developments that administrators use to make the organization more proficient. A well-organized management is one of the key factors for an organization to accomplish its objectives and goals.

SEBL has a very efficient management headed by a board of directors among which all the members are very successful in various sectors of business.

The organizational Hierarchy of Southeast Bank Ltd is depicted in the following portrayal.

Managing Director	Top Level Management
Assistant Managing Director	Top Level Management
Deputy Managing Director	Top Level Management
Senior Executive Vice President	



Executive Vice President	
Senior Vice President	
Vice President	
Senior Assistant Vice President	
Assistant Vice President	
First Assistant Vice President	
Senior Executive Officer	
Executive Officer	
Senior Officer	Probationary Officer (Entry level)
Officer	Trainee Officer (Entry Level)
Junior Officer	Trainee Junior Officer ( Entry Level)
Assistant Officer	Trainee Assistant Officer (Entry Level)
Trainee Assistant Officer	
Head cashier	
Senior Officer (Cash)	
Officer (Cash)	Trainee Cash Officer (Entry Level)
Junior Officer (Cash)	Trainee Junior Officer Cash (Entry Level)
Assistant Officer (Cash)	Trainee Assistant Officer Cash (Entry Level)
Assistant Relationship Officer	Trainee Assistant Relationship Officer (Entry Level)

#### **2.4: Marketing Practices:**

To begin with, SEBL predominantly focuses on decentralized marketing that is done branch wise. DPS, FDR are basically the liabilities of SEBL where time loan, term loan are its assets. On a larger scheme of things, SEBL concentrates more on corporate banking rather than retail banking. Corporate houses like Rahimafrooz, Sparrow Apparels Ltd., BBS Cables, Navana Group are some of the entities that SEBL has made business deal done with and presents their promotional activities to. Besides, there are quite a number of garment factories, ship builders' companies that SEBL do their marketing operations with. Corporate houses that import machineries, raw materials, take term loan, bank guarantee are the clients or potential clients

of SEBL. SEBL sends its employees to these corporate houses, financial institutions and some government offices as well to market their loan products as well as deposit products.

## **2.5: Financial Performance & Accounting Practices:**

Southeast Bank Limited broadens credit facilities through both Conventional and Islamic modes.

The Conventional Banking Branches of the Bank will give customary loaning offices while the Islamic Banking Branches will give loaning offices following the operational modes and strategies allowable under Islamic Shariah.

The Credit Policy Guide endorses the modes, strategies and approaches for financing under Conventional Banking System just as Islamic Banking System covering Corporate, SME and Retail Client Segments.

However, Retail Banking and Credit Card Operation of the Bank will be administered by its separate strategy.

Some of the prime financial and accounting practices of SEBL follow.

- Exchange Finance: Financing for exchanging of wares.
- Venture/Industrial Finance: Financing in Manufacturing and Service Industries for setting up.
- Organized Finance: Loan Syndication, Club Financing, Consortium Loaning.
- Work Order Finance: Financing contract based workers granted government/semi government/independent work orders.
- Export-Import Finance: Financing at pre-shipment and post-shipment stages.
- Land Finance: Financing in land area covering development/redesign of private and business structures.
- SME Finance: All kinds of financing for small and medium enterprises.
- Agricultural Finance: Financing in agribusiness area covering essential makers just as in reverse linkage industry through NGO-MFIs.
- Individual Finance: Loans to people.
- Credit Card: Loan for day to day life.

- Secured Credit: Credit facilities secured by cash collateral, quasi cash collaterals, Government guarantee etc.

## **2.6: Operations Management and Information System Practices:**

The bank uses globally recognized Bank Ultimus software for its daily operations for branch banking which is developed by the Leads Corporation, developed on SQL on windows platform. This software is widely used for book keeping, automatic interest, calculation, daily transaction listing and audit trails, auto maturity and auto renewal of FDRs, automatic integration of customer's ledger position including balance of subsidiaries, monthly income and expenditure position etc. around the globe.

For providing the customers convenience and ease, the bank is associated with a shared ATM system offered by ETN along with eight other member banks.

As a very common and efficient practice in the banking industry around the world, the bank has become a member of SWIFT. A Router System at the Head Office has also been installed to have live access to information from international money market for dealing in Foreign Exchange.

## **2.7: Industry and Competitive Analysis:**

To begin with, SEBL is a private commercial bank that has a number of departments like HR, Remittance, Foreign Exchange, Export, Import, GB and so on. Like mentioned before, it has been a few years that the bank has started Islamic Banking practices too. Based on CAMELS rating in Bangladesh, the rating of this bank is B class or satisfactory and its mission is to provide high quality financial services and vision is to achieve global popularity.

For doing industry and competitive analysis in regard to SEBL, scrutinizing the financial performance of the bank is the first thing that needs to be focused. Based on the performance analysis, most of the value of investment cell of SEBL are in shares, corporate bond, debenture, mutual fund and so on.

SEBL provides credit facilities like funded and non-funded credit, most common type of commercial credit is like overdraft, Bank Guarantee, Term loan etc. These funded and non-

funded credit are associated with high IR than other most of reputed banks. SEBL provides different lending rates than competitors.

### **SWOT Analysis of SEBL:**

SWOT analysis also helps find out the position of an organization compared to its competitors in a competitive industry.

The Strengths that I believe SEBL holds are:

- Being able to make quick decisions
- Having proactive and efficient team workers
- Managing internal conflictions and control
- Skilled employee with risk management

The Weaknesses of SEBL from my perspective follow.

- Not having the most active promotion procedure in operation
- Not being able to have the largest of market shares
- Focusing a bit too much on FDR
- Lack of full-scale automation.
- Giving more consideration on larger loans.

The prime Opportunities that SEBL has in terms of moving forward in my opinion are:

- Good work environment in the ever so progressive private banking sector
- Enhancing trade in international business.
- Introduction of Credit Card and Tele-Banking.

Finally, the Threats that I reckon SEBL needs to be wary of are:

- The competitors making progress more than ever before
- Having risk of bad debt
- Degradation of moral and ethical values in the business world
- Volatile political situation of the country

## **2.8: Summary and Conclusion:**

To summarize, SEBL has been operating in the banking industry of Bangladesh for exactly two and a half decades with pride. They have got an amazing set of officials, a tremendous management team with a very well-structured hierarchy. Their modern operational system by which they are serving people and business entities in every corner of the country and beyond the geographical border too is really commendable. The marketing, financial and accounting practices are very well defined, well planned and also well executed.

Lastly, although SEBL is doing good and overall has been able to put up a satisfactory performance taking the overall industry into consideration, no doubt they would want to go even forward. And in order for the bank to take the next steps, some addition and adaptation need to be made in their strategies. What are they? How do they accomplish them? The next part is all about that.

## **2.9: Recommendations:**

As a reputed private commercial bank, I would recommend SEBL to develop their promotion procedure in a more active manner. Rather than giving jobs to the ones who have links or political power, the actual talents need to be hired and eventually promoted right when they deserve. SEBL should arrange a strong evaluation procedure to find out the personnel that really and truly are worthy of promotion.

Furthermore, I want to recommend SEBL to give a side of the focus to retail banking as well besides corporate banking to attract another segment of clients and thus gain a larger share in the market. Plus, SEBL should restrict to provide large loan without strong documents. In addition, in order for SEBL to stay in the market and compete with the ones of the upper crust in the industry, SEBL has got to be able to provide better and smoother services to the clients than its competitors.

Also, SEBL has to be concerned about developing proper ethical and moral values among the officials which is an absolute must in banking security service as it's the duty of all banks to take proper care of others' properties. Finally, to deal with the unsteadiness of the political state, SEBL needs to keep in mind alternative strategies to manage the situation and they need to be really smart and creative with their approaches in this regard.

## **Chapter 3: Training and Development Practices and Policies of SEBL**

### **3.1: Introduction:**

Training and development predominantly refers to a system arranged by an organization with a set of educational activities for its employees in order for them to ameliorate the performance and productivity level both in terms of the perspective of an individual worker and the company as a whole. The prime purpose of a training and development program is to make a workforce more skilled, knowledgeable and to bring a positive change in their mindset and attitude which will lead to the intensification of the magnitude of the effectiveness of the human resources.

As a further matter, training fundamentally deals with the adjustment that are required currently and the adaptations that are essential forthwith. It basically comprises the staffs or workmen that are serving for an organization. On the other hand, development for the most part focuses on the deep-rooted improvement of a company for a prolonged period of time which chiefly encompasses the executives of a firm in the process. In other words, while training is fulfilling the necessities of a company at present, development is taking care of the requirements of the future.

In order to make a training program successful, a set of processes has to be undertaken. In a nutshell, the training needs have to be picked out immaculately to begin with. Secondly, the objectives of the training program need to be set up flawlessly and afterwards the training methods have to be chosen in accordance with the objectives. Then, the training program is supposed to be orchestrated and carried through. Finally, things have to be set for evaluating the performance of the training program. These are the steps to be followed to get along with a training program smoothly. Lastly, needless to say, for any corporation, irrespective of its dimension, to sustain in this ever competitive and evolving era, training and development of its employees in accordance of the need of the industry is an absolute must.

## **Background of the Project:**

First and foremost, being a student of BRAC Business School, this internship project is a requisite to get done with the undergraduate education from BRAC University. As a matter of fact, in this age of 2020, education is not only confined to books and note pads. It also gives the students a sublime opportunity to get to know how actually the real world works and to put in an application of the understanding and expertise that they have attained accomplishing courses and studies in their institutions. The internship program has been formulated by BBS to let the students pull off a bag of practical experience of working at a workplace. And this internship project is essentially the reflection of my participation in and acquaintance with SEBL for three months.

The reason why I have carried out my internship at SEBL is primarily because I got a chance to work in the organization as an intern. Furthermore, what made me interested to go for SEBL is due to the fact that I have an aspiration to work in the banking sector in the future and stamp my authority as a versatile and dynamic hired hand in this industry.

As the title of the chapter says, this project is made on the training and development practices and policies of SEBL. The ground that has the most impact to make me choose this topic to write my project about is a consequence of the fact that I am an HR major. Besides, in the university there was one particular major course called “Training and Development” that interested me a lot and I have been able to apply the knowledge and comprehension that I acquired in that course, in this project. In addition to that, while working at SEBL, I figured out that this is an area that I can present some insights of that might add a value to the organization and also lead me ways to write an informative and a realistic project. However, it does not eliminate the prospect of doing additional exploration on the topic and drawing out more facts and information about it.

## **Objectives:**

Objectives of a project basically brief what a reader will get to know reading it. There are a number of objectives of making the report.

### Broader Objective:

On a larger scheme of things, the prime objective of the project is to scrutinize the training and development practices and policies of SEBL methodically and in detail. The scrutiny is done in order to explain and interpret all the facts, data and information collected and in such a manner that will help the readers understand each and every proper detail of the piece of research smoothly.

In addition, there are some other objectives of the project as well. To specify:

- To describe the thoughts of the employees regarding the training facilities that they get from SEBL
- To demonstrate by numbers how the workers of SEBL rate their training programs
- To list and define what sort of training methods and training programs SEBL offers to its workforce
- To present the way the personnel of SEBL perceive the effectiveness of the training programs arranged

### **Significance of the Project:**

In point of fact, in this modern epoch where market economy is an established concept which is being practiced in many parts of the world including Bangladesh, competition among all the government, private and multinational banks has now risen to an extent more than ever before. Therefore, each and every commercial bank of the country is striving to cope with all the ever changing needs of the clients in order to be able to sustain in the industry. For doing that, the banks are having to provide the traditional services to the customers in an updated manner in many terms. Besides, brand new techniques are also being adept by the banks to attain customer satisfaction to the optimum level. Now, interestingly, it is the employees of the banks who are having to fine-tune with the evolution that has been happening in the banking industry in order to serve the clients and please them with their services. Therefore, in this situation, there is no alternative to training the workers of a bank whenever need be.

This project brings about a thorough and extensive analysis regarding the training and development practices and policies of SEBL. This report will pin point the areas that SEBL



would love make an addition in their training programs. It will also identify clearly what the employees of the bank think of the training strategies and implementation of it as a whole.

### **3.2: Methodology:**

Where objective basically refers to what a reader will be able to know from the project, methodology mentions the techniques and approaches that have been used in order to gather all the information, documentation, facts, figures, data, statistics and all the other details presented in the report.

This project has been made by making an **observational research**. Fundamentally, the methodologies that have been applied preparing the report are:

- ✓ A survey done on workers of General Banking department, Remittance department and Export department
- ✓ Having discussions with the officers of the departments mentioned above
- ✓ Taking an exclusive interview of an officer of the Training Institute of SEBL
- ✓ Having a conversation with the Vice President and Manager Operation of SEBL, Principal Branch.
- ✓ With the experience of working at several desks with various officers at different departments
- ✓ Observing and following things that have going on at the branch like interactions between employees and conversations between an officer and a client

Moreover, there are some other sources as well that I have looked into whilst preparing the project. To list them:

- The website of the bank
- The Annual Reports of SEBL
- The instructions regarding training and development made by Bangladesh Bank for the commercial banks

More than anything else, these are the methodologies that have been implemented in order to get done the findings and analysis part of the report.

### **3.3: Findings and Analysis:**

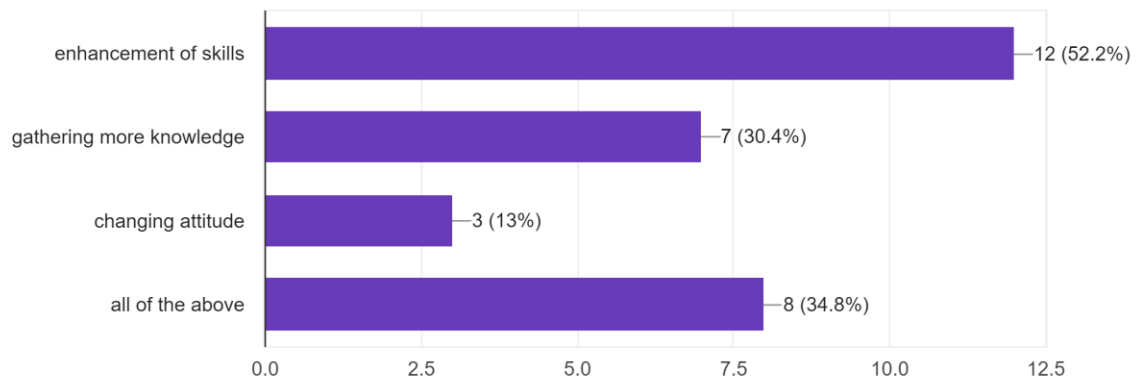
In this core portion of the chapter all the facts, statistics and information will be exhibited that have been found out using the methodologies discussed in the previous part.

#### **Interpretation of the Survey:**

As stated in the preceding portion of the chapter, the first tool executed to gather the information needed to prepare the report was a survey. A survey of 10 questions has been done on 23 officers of GB department, Remittance department and Export department and their credentials have been kept obviously confidential to the bank. A google form was used to carry out the survey. The google form was mailed to the officers and they answered to the questions by filling it up. Here I am going to demonstrate the responses one by one that I have got from the employees and also will narrate my take on them.

#### **Chart-1.**

What does predominantly training mean to you?  
23 responses



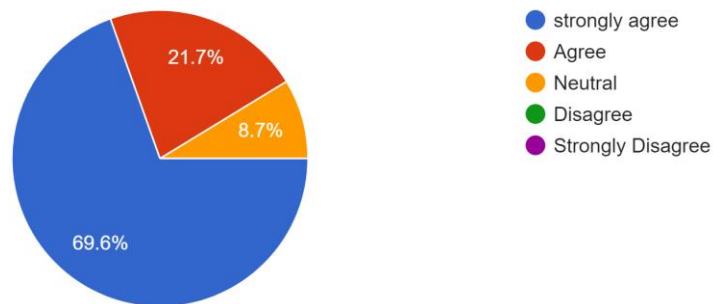
#### **Interpretation of Chart 1:**

In this question it was asked to the officers what they think fundamentally training is. This was a question with the option of filling it with checkboxes meaning the respondents could choose more than one alternative. Here, more than 52 percent of them said it is all about enhancement of skills. However, almost 35 percent of the employees think that it is a combination of all enhancement of skills, gathering more knowledge and changing attitude. It just goes to show

that the majority of the workers of SEBL focus on the strengthening of skills when they are sent to a training program, however, a substantial portion of them perceive all of the alternatives to be important.

### Chart-2.

"In order for the employees to improve productivity and performance level, training is a must."  
23 responses



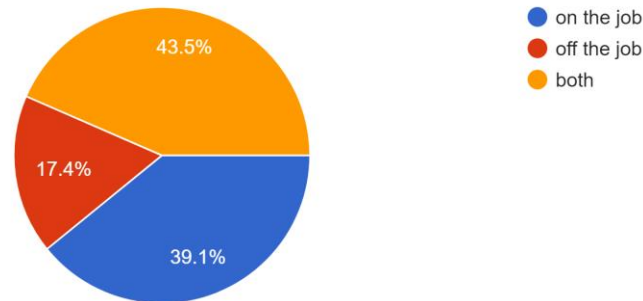
### Interpretation of Chart 2:

This was a plain and simple question whether or not the officers apprehend training to be a must in order to upgrade the productivity and performance level. Almost 70 percent of them strongly agreed with statement and almost 22 percent said that they did agree with it and the rest were neutral regarding it. This just illustrates the fact that approximately all of them are in support of the statement.

### Chart-3.

Among the training methods mentioned below, in which method have you got trained?

23 responses



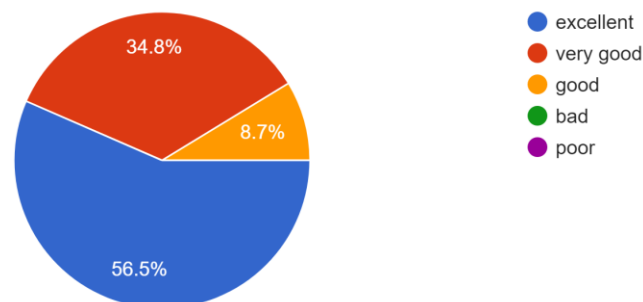
### Interpretation of Chart 3:

Here, the responses show that just about 44 percent of the officers have done both on the job and off the job training, however, 39 percent of them have experienced only on the job training and a very minimal segment of them has gone to only off the job training. My verdict on this regard is that although SEBL organizes both sort of training programs for its workers, they focus on the on the job training more thinking that it would be more beneficial.

### Chart-4.

In terms of effectiveness, what do you think about the online training program that SEBL initiated during the Coronavirus pandemic?

23 responses



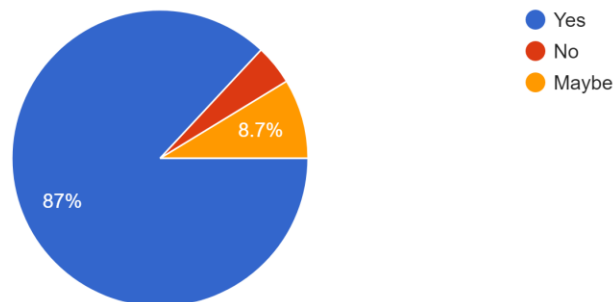
### Interpretation of Chart 4:

Talking to one of the officers whilst working at a desk, I got to know that an online training program was designed for the employees of SEBL during the Coronavirus pandemic to get along with the tasks that they had to do during the outbreak. The response regarding the effectiveness of this training program is absolutely positive where more 91 percent of the officers really liked and appreciated the training arrangement.

### Chart-5.

Do you think feedback can evaluate training programs and lead ways for the programs to be set even more effectively in the future?

23 responses



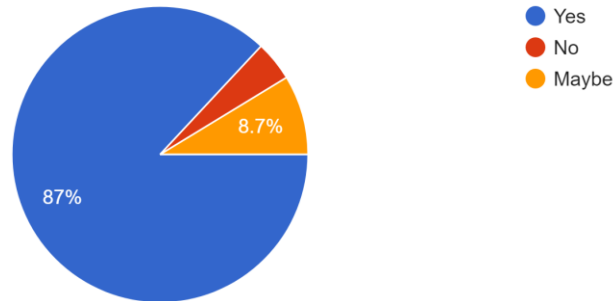
### Interpretation of Chart 5:

This pie chart made with the answers of the officers about feedback being able to evaluate training programs and leading ways to execute training programs in future in a better manner is very much self-explanatory. 87 percent of them think that yes, feedback does really have that value which just goes to show the significance of feedback for any kind of training arrangements.

### Chart-6.

Do you believe that training programs in SEBL are well planned?

23 responses



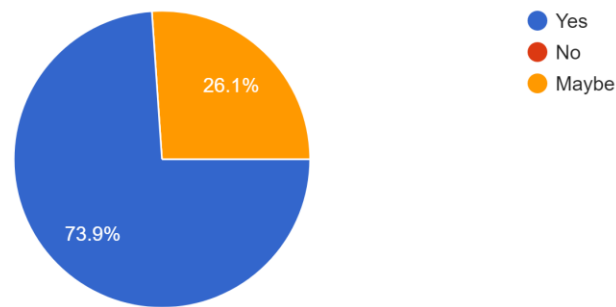
### Interpretation of Chart 6:

This question was about whether the employees think that the training programs that SEBL comes up with for them are well planned or not. Just absolutely like the response to the previous question, even with the exact same numbers, a huge portion of the officers (87 percent) feel that the training programs are very much well planned. Therefore, it can be said that when it comes to the planning of the training arrangements, the employees very much like and appreciate the course of actions taken by the management of SEBL.

### Chart-7.

Do you think the training materials and learning that you get from SEBL, are useful for your work at the organization?

23 responses



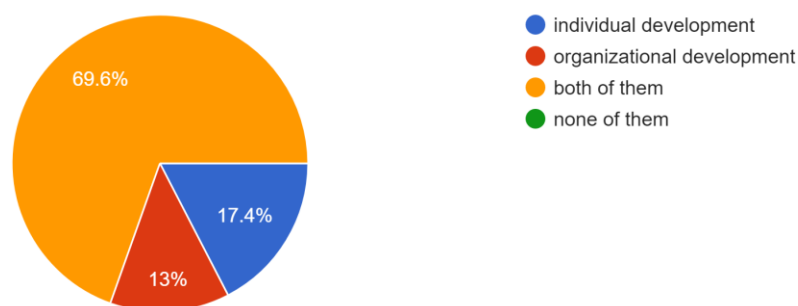
### Interpretation of Chart 7:

Here, from the response, we can see that nearly 74 percent of the officers think that the training materials and learning that they get facilitated with by SEBL are useful. It just goes to show that even though 26 percent of the workers are, not very sure of the usefulness of the training programs, saying maybe, they did not say no either. Therefore, not even having a single “NO” in response and just about three-fourths of the respondents saying yes, the usefulness of the training arrangements in terms of the work that the personnel need to do at the workplace gets a big tick mark.

### Chart-8.

Do you think the training programs that SEBL provides to the employees help achieve individual development as well as organizational development too?

23 responses



### Interpretation of Chart 8:

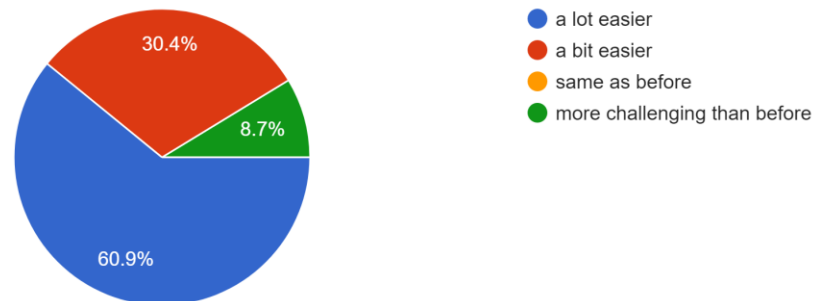
The pie chart exhibits that almost 70 percent of the employees believe that the training programs that they accomplish with SEBL help achieve both individual and organizational development. Two minimal segments of the officers think that it interests respectively only the individual development and only the organizational development. By this, we can reach to a conclusion that as the majority of the officers said that it plays a role in both ways, SEBL is really doing a commendable job in terms of making a development both on the individual level of the employees and also in aspect of the organization as a whole.



### Chart-9.

Having done a training program in SEBL, what do you feel regarding the nature of the job afterwards?

23 responses



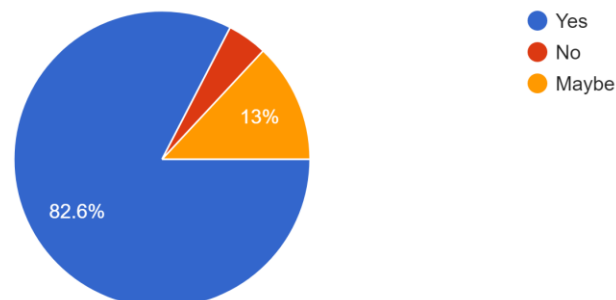
### Interpretation of Chart 9:

From this chart, we get to observe the fact that more than 90 percent of the officers found it easier to do their jobs having done a training and among them 61 percent perceived their jobs not to be just easier but a lot easier after that. Since just a negligible percentage of 8.7 thought that their jobs got more challenging having done a training but more than nine-tenths see it being easier, SEBL top management deserves to get an appreciation in this regard as well.

### Chart-10.

Do you reckon training programs that you have been getting facilitated with in SEBL, will serve in your career in the long run to a substantial extent?

23 responses



### **Interpretation of Chart 10:**

This question was predominantly about the conjecture of the employees of the development opportunity in disguise. Since, development deals with the long term improvement of an officer or an organization and makes sure of fulfilling the requirements of the future, this question was basically referring to that. The response here for sure will please the top management of SEBL as more than 82 percent of the officers firmly believe that the training programs that they have been doing at SEBL will have a positive contribution in their career in the long run.

### **Some Factual Findings regarding the Practices and Policies of Training Programs at SEBL:**

2005 is the year when SEBL formed the “Training Institute”. Since then this body of the bank look after regarding all the action plans and policies to be followed at SEBL. What they do is they make a training need assessment discussing with all the branches. Afterwards, they prepare a training calendar in accordance with the need assessment and then send it to the board of directors.

Fundamentally, they have designed three parts as far as the training programs are concerned which are Compliance part, Specified Desk related part and soft skills part. The compliance part is structured for all the personnel working at the bank from cash officers to top level management. Anti Money Laundering, IT Security, Compliance and Control are some the subjects that the workforce of the SEBL gets trained on in this part. Secondly, the soft skills part predominantly deals with emotional intelligence and behavioral activities. This also is arranged for all level officials. Finally, the Specified Desk related part is formulated for every individual official keeping in mind what he is supposed to work on whilst being at his desk. Training Institute has a link with the IT Division of the bank and if any employee faces any sort of difficulties in terms of operating any software, they always lend a hand to the employees in order to train them and make them fit for doing their jobs.

About the major policies, for any kind of financial institution, the policies made by Bangladesh Bank are to be followed in every sphere including organizing training programs. Bangladesh Bank provides guidelines to SEBL like all the other commercial banks regarding how to regulate and maintain the training programs in accordance with the laws.

### **Some Factual Findings about the Practices and Policies of the Development Programs at SEBL:**

Like it has been said in the previous discussion, Bangladesh Bank is the entity that decides the core policies for the banks in every sector. Therefore, according to the rules of Bangladesh Bank, SEBL formed a Development Wing mainly to help flourish the executives and managers. For these personnel and top level management, SEBL at times organize off the job training too. Although the Development Wing is doing their part, the Training Institute as well has a vision to contribute in terms of the improvement of personnel like Assistant Vice President, Senior Assistant Vice President, Senior Vice President, Vice President, Branch Manager and up to the Managing Director. They design development programs for 3 years to even 5 years for them. Moreover, they prepare materials in the web portal, conduct video lectures and so on to develop the current crop of higher level employees of the bank.

#### **3.4: Summary and Conclusions:**

To summarize, SEBL has been maintaining all the relevant policies regarding the training and development programs that they are basically instructed to follow by Bangladesh Bank. They have versatile practices in order to make their current crop of employees a better version of themselves. From the survey, we get to know that majority of the employees perceive training to be indispensable and they believe that training is all about building up skills more than anything else. Given the phase of time the world is in right now; it has to be said that this is surely a smart thinking. Moreover, the online training that SEBL came up with during the pandemic has also been liked and appreciated by many of them.

Furthermore, another intelligent piece of perception of the officers that has to be mentioned is that they think that feedback of training has an enormous significance. It just goes to show that they do not want to remain silent if they reckon they need to give an input of the training program so that it gets considered whilst designing programs in the future. Also, approximately all the officials are quite pleased with the training programs on the regard of being able to do their tasks more comfortably than before having attending a training program. This I reckon is a huge moral boost for them and something motivational as well. And no wonder that a substantial major portion of the workforce finds all the learning and training material absolutely useful for their job.

To conclude, lion's share of the officials of SEBL do not doubt about the effectiveness of the training programs and practices being done rather they think that SEBL is doing a great job as far as the training and development programs are concerned. However, is SEBL actually absolutely flawless when it comes to planning and organizing training and development programs for its personnel? Does SEBL in sooth incorporate everything it takes to claim itself a perfectionist in this banking industry in terms of arranging training and development programs? Or, does SEBL have some areas to improve in this regard? As nice as it sounds that most of the employees think well of the training and development programs of SEBL, the reality is it will still take some doing in order for SEBL to thrive to the uttermost extent in this regard.

### **Recommendations: 3.5:**

Even though the survey responses suggest a great deal of positive outcomes, there is no end to doing good. And this is exactly why I would want to recommend some scheme of actions based on my research to Southeast Bank Limited in order to take things from good to even better regarding training and development practices.

To begin with, SEBL can initiate training programs regarding agent banking. Now-a-days the practice of agent banking system has been very in fashion and marketable. It can deliver a wide range of services and supply to the demands on both personal and organizational level. What SEBL can do is set agents for their banks in accordance of the regulations of Bangladesh Bank and train up the employed agents according to the way SEBL feels that they need to. By doing this, SEBL will be able to gain a lot more of the market share.

Secondly, arranging training programs for the employees about digital banking and eventually increasing involvement in this banking system would be very beneficial for SEBL in this era, I believe. For instance, in this pandemic people are not going out unnecessarily, however, they need to make transactions anyway. Now, if they have a chance to do it effortlessly being at home, they would for sure take it. SEBL can train their employees about IT and make them capable of operating the procedures of digital banking to serve the clients. If their employees go beyond than the ones of the other banks in terms of providing the service swiftly, for certain, it will give SEBL a competitive advantage.

Another trendy business in Bangladesh is mobile financial services. SEBL also has a service of this category called “Telecash”. However, “Telecash” is not as popular compared to other brands that provide this service like bKash or Nagad. Therefore, I reckon there is an opportunity for SEBL to catch a group of users of this service in the market. For doing that, obviously they need to set strategies to promote this service of theirs and besides that what they also for certain have to do is train the employees who are linked with this service. Meaning all the area managers, local area managers have to be within the training program and got to be trained on the art of war of gaining more clients and retaining them by providing services in accordance to their want.

Fourthly, I reckon SEBL can bring about training programs for the employees to improve their soft skills like integrity, emotional intelligence and morality and ethics. This will definitely have an impact on the workers whilst they will interact and deal with clients and eventually it will lead them to be able to execute their marketing strategies better than ever before by convincing the clients or potential clients better and thus hit the target or even go beyond that.

Finally, SEBL can plan and organize development programs on leadership skills to create future leaders. At some point in the time the MD, DMD of SEBL will retire. Now if the bank designs development programs for the younger personnel from the top level management, they can simply promote them to those ultimate highest designations. It is very well known to all that a commercial bank has to keep a lot of things private and confidential to the outsiders and other banks and companies as well. Now if someone else who used to work for some other financial institution beforehand gets appointed as an MD or a DMD later after the retirement of the current one, that might not work in favor of the bank on a larger scheme of things irrespective of how talented or experienced he is. However, if the development program that I recommended actually takes place, some younger official from the higher level management can take the lead and by this eradicate the chance of SEBL falling in any kind indicated of potential threat.

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