



**IFIC BANK**  
LIMITED  
ইন্টারন্যাশনাল ফাইন্যান্স ইনস্টিটিউটেট এন্ড কমার্স ব্যাংক লিমিটেড

# BRAC University

## A comparative analysis on the Training and Development practice of IFIC Bank Ltd.

Submitted To:

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Date of Submission: 24<sup>h</sup> of May, 2011

# Letter of Transmittal

Date: 24.05.2011

Mr. Mahmudul Haq  
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Subject: Submission of Internship Report

Sir,

It is my great pleasure to submit the internship report titled “A Comparative Analysis on the Training and Development Practice of IFIC Bank Ltd.” which has been prepared as an integrated part of the course requirement of my BBA program. My internship was held at IFIC Bank Limited, Training and Research Division, Head Office.

It will be highly appreciated if you kindly accept the report. Your positive action regarding this matter would be very much helpful for my academic career. If you need any further clarification or information in interpreting this analysis, I will be glad to answer your queries.

Sincerely yours

Adiba Jihan  
ID: 07104098  
BRAC Business school  
BRAC University

# Student's Declaration

## Internship Report

I hereby announce that the extensive study entitled

“A comparative Analysis of Training and Development Practice of IFIC Bank”

(Conducted in IFIC Bank Limited, Training and research Division,  
Head Office)

Prepared in partial accomplishment of the requirement for the award of the degree  
Bachelor of Business Administration

From **BRAC University**

Is my original work and not put forward for the award of any other degree/  
diploma/ fellowship or other similar term or honor.

Adiba Jihan  
ID: 07104098  
BRAC Business School  
BRAC University

## Supervisor's Declaration

This is to certify that the internship report on IFIC Bank Limited titled “Comparative Analysis on the Training and Development Practice of IFIC Bank Ltd.” has been submitted for the award of Bachelor of Business Administration (BBA) with major in Human Resource Management (HRM) from BRAC University carried out by Adiba Jihan, Student ID # 07104098 under my supervision.

This report is free from plagiarism.

She is permitted to submit the internship report.

Mr. Mahmudul haq  
Assistant professor  
BRAC Business School  
BRAC University

## Acknowledgement

At first, I would like to express my deep gratitude to Almighty Allah the supreme authority of the universe. It is my greatest pleasure to get the opportunity to complete my internship from IFIC bank, one of the leading banks in Bangladesh. I think my experience at IFIC bank will provide me with lots of practical knowledge regarding the banking industry.

I would like to express my cordial gratitude to Mr. Mojibur Rahman (SEVP) and the Head of Training & Research Division and Mr. Saiful Islam (AVP), my supervisor in the bank during the internship period, for their kind cooperation.

I would like to acknowledge Mr. Mahmudul Haq, Assistant Professor, BRAC Business School for supervising and guiding me in analyzing and preparing the report by providing all kinds of updated information which makes this report an excellent one.

I am also grateful to Ms. Samina Rasheed (Officer, IFIC Bank Ltd.) for helping me to collect data for my project.

I am grateful to BRAC Business School, for giving me the opportunity to work outside for attaining practical knowledge.

Finally I would like to convey my gratitude to all my teachers, friends and many others who showed and provided their support to prepare the report.



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## Executive Summary

The Organization to be studied for my internship project is International Finance Investment and Commerce Bank Ltd (IFIC). Banking system of Bangladesh has gone through three phases of development- Nationalization, Privatization and lastly Financial Sector Reform. IFIC Bank Limited has started its journey as a private commercial bank in 1983.

I was appointed in IFIC Bank Ltd. At "Training and Research Division" as an intern; I got the opportunity to get a closer view to the services provided by IFIC Bank in Training and Research Division.

During the long span of its operation, the bank had been widely acclaimed by the business community from small business to industrial conglomerates for forward looking business outlook and innovative financial solutions. The bank is gaining popularity due to its improved service, reliability, product variety, versatility and flexibility.

Training and Development is a vital issue of Human Resource Management. By using Training and Development process any bank can improve their performance and also activity level. Employee can survive and they have the opportunity to overcome any obstacles.

The first chapter illustrates the Origin, Background, Rationality, Scope, Limitations, Methodology and Objectives. The basic objective of this report is to measure the Training and Development Practice of IFIC Bank in comparison with the other banks of Bangladesh.

The second chapter of this report provides a genetic idea about the profile of the IFIC Bank in Bangladesh region. In addition to this a brief description regarding diversified product of IFIC Bank, values and core principles of business are given.

The third chapter includes the HR policy and practice, activity of Human Resource Management, Components of HR policy, aims and objectives of HR department. of IFIC Bank Ltd. This chapter



also includes a study on the comparison of Training and Development policy and procedure among IFIC Bank Ltd and Islami Bank Bangladesh Ltd

The fourth chapter of this report includes how IFIC bank develop their human resource through training. This chapter also includes what types training and other facilities are given by the bank to increase the employee's knowledge and skills.

The fifth chapter includes various important information and comparative analysis regarding the Training and Development practice of IFIC Bank Ltd and Islami Bank Bangladesh Ltd. This analysis helps to understand the variation of Training and Development Practice of banking industry in Bangladesh. The result includes that the consistent performance of IFIC Training and Development Practice in the previous years as well as predicting better performance in the upcoming years. The comparative performance analysis of this chapter is focusing on the performance of IFIC Training and Development service compared to the other scheduled foreign nationalized banks and other private commercial banks in Bangladesh.

In the sixth chapter of this report the findings of the analysis states that the Training and Development Practice of IFIC Bank Ltd and Islami Bank Bangladesh Ltd are not technology based. This chapter of this report also detects some specific problems observing the Training and Development Practice of IFIC Bank Ltd and Islami Bank Bangladesh Ltd and also providing some recommendations in order to overcome the specified problems. If these banks take necessary steps to overcome the problems, the overall performance of IFIC Bank Ltd. and Other bank might improve further from the upcoming years.



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# Chapter-1

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Introduction

## **1.1 Origin of the Report:**

As the student of Bachelor of Business Administration (BBA) every student has to conduct a practical orientation (Internship) on any organization for fulfilling the requirements of the BBA program. In order to fulfill this requirement of the internship program I chose IFIC Bank Limited. The main purpose of the program is to know the real world situation. The topic of my report is “A comparative Analysis on the Training and Development Practice of IFIC Bank Ltd”. In this regard I took the opportunity to conduct my internship at IFIC Bank Limited from January 13, 2011 to April 13, 2011.

## **1.2 Background of the report:**

IFIC Bank Limited is a first scheduled private commercial bank established on 1983 under Bank Company Act, 1991 and incorporated as a public limited company under Companies Act, 1994. During this short span of time, the bank had been successful to position itself as a progressive and dynamic financial institution in the country.

Involvement of the banking sector in different financial events is increasing day by day. At the same time the banking process is becoming faster, easier and the banking arena is becoming wider. As the demand for better service is increasing, the banking organizations are coming with more innovative ideas. In order to survive in the competitive field of the banking sector, all banking organizations are looking for better service opportunities to provide to their clients.

In Bangladesh today, financial sector is one of the most established areas. For the aspects of economic development, banking sector must be reformed. So it is necessary to form a good economic system. Private banks are playing an important role as compared to the government banks in the country. For this reason I prepared my internship report on IFIC Bank Limited.

### **1.3 Rationale of the study:**

Human resource is one of the most important assets and a part of the organization concerned with the 'people' dimension. The present day workforce is quite different from the conventional one and this change is continuous. As jobs in today's dynamic organizations have become more complex and challenging, the importance of employee education and training is increasing. Every organization need to have well adjusted,

Trained and experienced people to perform activities in order to achieve organizational goals. When jobs are simple, easy to learn and influence only a small degree of technological change, there is little need for employees to upgrade or alter their skills. But such situation rarely exists on present day. Rather, rapid job changes are taking place, requiring employee skills to be transformed and frequently updated. In organizations, such up gradation occurs through employee training.

In general, training refers to a planned effort by a company to facilitate employees' learning of job-related competencies. Inadequate job performance or a decline in productivity or changes resulting out of job redesigning or a technological break-through require some type of training and development efforts. As a job becomes complex, importance of employee development increases in equal proportion. In a rapidly changing society, employee training and development is not only an activity that is desirable but also an activity that an organization must conduct to maintain a viable and a knowledgeable workforce. The goal of training for employees is to make them master the knowledge, skills and behavior that are emphasized in training programs and to apply those in their day-to-day activities in the workplace.

Organizations today are taking advantage of the fact that training can strengthen employee commitment. Few things illustrate a firm's commitment to its employees such as its continuing developments opportunities for them to better themselves and such commitment is usually reciprocated. Training has become a mandatory tool to survive in the hard facing workforce .To accelerate the overall human resource management achievement, training works as a major part of its dimensions.

The banking sector in Bangladesh is very much competitive. Moreover, customers are becoming

more demanding and sophisticated day by day. In order to meet their increasing demand, the organization has to provide better services to their customers. In order to achieve the requisite level of skills the employees and executives have to be provided with modern learning and knowledge. Training is the only way to enrich this learning.

Human Resources Development of IFIC Bank is focused on recruitment and in-house training for both on the job and off the job Bank staff members through the Academy of the bank. IFIC Bank Academy – the oldest institution in the private sector – was conceived of as an in-house training center to take care of the training needs of the Bank internally.

Main training activities consist of in-depth foundation programmes for entry level Management Trainees. Specialized training programmes in the areas like general banking, advance, foreign exchange, marketing and accounts etc. are also organized by the Academy depending on need. Frequently outreach programmes are organized to meet demand for new and specialized skills.

During my internship in IFIC bank I have observed that, the training program introduced by the bank to its employees could not meet the expectations of sophisticated customers.

In order to develop creativity, innovativeness and to enable capability of human resources; the bank needs to immediately update their training program with the changing needs of customers, so that it can maintain its competitive edges. And that is why I have decided to conduct my study on training and development practice on the bank IFIC.

## **1.4 Scope of the study:**

The study has dealt with the HR Department of IFIC Bank which is established in the ‘Academy’ building in Motijheel, where training and development practice is a vital issue. This study has been confined to the training and research division of IFIC Bank. The overall functions performed in the HR department will be covered for the study. The Dhanmondi branch which is situated in Dhanmondi, road number # 4 has been considered as a case study to observe the results of the initiatives taken by the HR Department. The corporate office of the bank was also contacted to have meaningful information regarding the study.

## 1.5 Objectives of The study:

The objectives of this research are as follows:

### Broad objectives:

- The primary purpose of the study is to have a thorough understanding about the bank training and development in IFIC Bank.
- To know about the contemporary picture of IFIC bank and one of its competitor banks.
- To make comparisons of training and development practice between the two banks.

### Specific objectives:

- To examine the current training and development program of IFIC.
- To find out the multiplicity of the training and development program imparted to the people in different functional areas of the organization.
- To evaluate the employee performance of IFIC Bank after getting a training session.
- To measure the attitude of employees toward training.

## 1.6 Methodology of the study:

The methodology of the study required data to be collected at first. The sample size have been chosen accordingly in order to understand what most of the employees think about the training program. When adequate data was collected, was sorted and displayed as percentage and depicted in graphs. The sample has been chosen from the Dhanmondi branch of the bank which has been chosen as a case study. At last when all the required results have come, recommendations have been made for the HR Department of the bank

### **Data Sources:**

The study began with the collection of primary and secondary data.

### Primary sources:

- Verbal Interview
- Questionnaire

➤ Discussion

Secondary sources:

- Articles
- Newspapers
- Magazines
- Internet
- Annual report of IFIC Bank Ltd
- Annual report of Islami Bank Bangladesh Ltd.

**Primary Data Collection:**

Primary data was collected through formal and informal interview. Formal interview was conducted through a questionnaire, which comprised of closed ended and Likert scale questions. Proper attention has been given in typing and printing of the questionnaire to make it more user friendly

**Secondary Data Collection:**

Secondary sources are different articles, newspapers, magazines, Internet, annual report of IFIC Bank Ltd. and Islami Bank Bangladesh Ltd., instruction circular of Head office and Brochures of the banks. Previous reports, seminar papers and so on.

**Data Analysis and Presentation:**

Collected data has been analyzed through descriptive statistical tools and SPSS. After analysis, they were presented in tabular and graphical format.

**Sample size:**

A questionnaire survey has been conducted among 40 employees of IFIC Bank Ltd. And Islami Bank Bangladesh Ltd. to understand the comparison of effectiveness of the training and development practice managed by these banks. Among the respondents 20 employees were from IFIC Bank Ltd and another 20 employees from Islami Bank Bangladesh Ltd.

## 1.7 Limitation of The Study:

Every process usually carries limitations with it. This study is not an exception. The limitations that had come on way to making this internship report are stated below:

- Due to time and cost restrictions, the study was bound to be concentrated in selected areas of the bank. To continue study in such a vast area requires a big deal of time. As an internee I only had three months on hand, which is not enough.
- As financial organizations banks maintain confidentiality of their valuable data. As a result the study mostly depended on official files and annual reports.
- It is very difficult to verify the accuracy of the collected data.
- IFIC as a private commercial bank is very busy and the personnel engaged in training and development department are unable to spare much time for discussion about various topics.

Even though, there are some limitations I have tried my best to collect adequate data and information to make the report meaningful.





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# Chapter-2

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## Overview

## 2.1 IFIC Profile:

IFIC Bank LTD. is one of leading private commercial banks of the country. Through it has 62 branches all over the country; it is performing banking activities very successfully. To mobilize funds from surplus units and deploy funds to deficit units, the bank is playing a great role in the economic development of the country.

International Finance Investment and Commerce Bank Limited (IFIC Bank) is banking company incorporated in the People's Republic of Bangladesh with limited liability. It was set up at the instance of the Government in 1976 as a joint venture between the Government of Bangladesh and sponsors in the private sector with the objective of working as a finance company within the country and setting up joint venture banks/financial institutions abroad. In 1983 when the Government allowed banks in the private sector, IFIC was converted into a fully fledged commercial bank. The Government of the People's Republic of Bangladesh now holds 32.75% of the share capital of the Bank. Directors and Sponsors having vast experience in the field of trade and commerce own 8.62% of the share capital and the rest is held by the general public.

*(For more detail please see Annexure)*

## **2.2 MISSION OF IFIC BANK LIMITED:**

The mission of IFIC Bank is such as follows:

“Our Mission is to provide service to our clients with the help of a skilled and dedicated workforce whose creative talents, innovative actions and competitive edge make our position unique in giving quality service to all institutions and individuals that we care for.

We are committed to the welfare and economic prosperity of the people and the community, for we derive from them our inspiration and drive for onward progress to prosperity.

We want to be the leader among banks in Bangladesh and make our indelible mark as an active partner in regional banking operating beyond the national boundary.

In an intensely competitive and complex financial and business environment, we particularly focus on growth and profitability of all concerned.”

## **2.3 Management Structure:**

The thirteen members of the Board of Directors are responsible for the strategic planning and overall policy guidelines of the Bank. Further, there is an Executive Committee of the Board to dispose of urgent business proposals.

Besides, there is an Audit Committee in the Board to oversee compliance of major regulatory and operational issues.

The CEO and Managing Director, Deputy Managing Director and Head of Divisions are responsible for achieving business goals and overseeing the day to day operation.

The CEO and Managing Director is assisted by a Senior Management Group consisting of Deputy Managing Director and Head of Divisions who supervise operation of various Divisions centrally and co-ordinates operation of branches.

Key issues are managed by a Management Committee headed by the CEO and Managing Director. This facilitates rapid decisions.

There is an Asset Liability Committee comprising member of the Senior Executives headed by CEO and Managing Director to look into all operational functions and Risk Management of the Bank.



## 2.4 Board of Directors:

01. <b>Mr. Salman F Rahman</b> Honourable Chairman	02. <b>Mr. Mohammad Lutfar Rahman</b> Honourable Director
03. <b>Mr. Abu Tahir Mohammad Golam Maruf</b> Honourable Director	04. <b>Mr. Aminur Rahman</b> Honourable Director
05. <b>Mr. Syed Anisul Huq</b> Honourable Director	06. <b>Mr. Mohammed Nayem Syed</b> Honourable Director
07. <b>Mr. Anwaruzzaman Chowdhury</b> Honourable Director	08. <b>Mr. Monirul Islam</b> Honourable Director
09. <b>Mr. Tanim Noman Sattar</b> Honourable Independent Director	10. <b>Mr. Mahmudul Huq Bhuiyan</b> Honourable Director
11. <b>Mr. Arastoo Khan</b> Honourable Director	12. <b>Mr. Syed Monjurul Islam</b> Honourable Director
13. <b>Mr. Mohammad Ali Khan, ndc.</b> Honourable Director	14. <b>Mr. Mohammad Abdullah</b> Managing Director

## 2.5 CORPORATE INFORMATION PROFILE

Name of the Company	International Finance Investment and Commerce (IFIC) Bank Limited
Legal Form	IFIC Bank Limited was incorporated in Bangladesh and registered with Joint Stock Companies and Firms as a public company limited b shares
Company Registration Number	4967, Dated October 08,1976
Authorized capital	Tk 1600 Million
Paid up capital	Tk 671 Million
Listing Status	Listed with Dhaka stock Exchange Ltd. (DSE) and Chittagong Stock Exchange Ltd. CSE In 1986 \$1995 Respectively.
Market Category	A category
Tax Payer Identification Number (TIN)	210-200-0537, LTU, DHAKA
Vat Registration Number	9021077014
REGISTERED OFFICE	BSB Bhaban (17 <sup>th</sup> , 18 <sup>th</sup> , 19 <sup>th</sup> floor ) 8 Rajuk Avenue, Dhaka -1000 Te1:9563020-29, Fax: 9562015 TelexIFIC BD. E-MAIL-:info@IFICbankbd.com Web:www.IFICbankbd.com
Auditors	Howladar Yunus & Com.Chartered Accountants
Name of Chairman	Salman F. Rahman
Number of employees	3152
Number of Branches	82

## 2.6 PRODUCTS

Simply product is a solution of customer needs and wants. A product is an element in the market offering. Product is anything that can be offered to a market for attention.

### IFIC CARDS

IFIC Card is powered by VISA, world's largest electronic payments network. IFIC Bank has been issuing VISA branded Credit Card, Debit Card & Prepaid Card. Customer can choose any of the above card according to his/her need.

#### IFIC CREDIT CARD

IFIC Bank VISA Credit Cards are issued in two types namely Gold and Classic for both local and international use. The Local Cards can be used at any ATM displaying VISA Logo for withdrawal of cash and at any POS displaying VISA Logo for purchase of goods & services within Bangladesh whereas the International Cards can be used at any ATM and POS displaying VISA logo anywhere in the world. International credit card is a dual currency card and as such you can use the same plastic at home & abroad. Classic cards are for lower limits and less costly.

#### IFIC DEBIT CARD

IFIC Bank VISA Debit Card can be used at any ATM displaying VISA Logo for withdrawal of cash and at any POS displaying VISA Logo for purchase of goods & services within Bangladesh. ATM transactions are to be secured by Personal Identification Number (PIN) known by the concerned customer only. POS transactions will not require PIN. However, all the transactions are to be authorized by the system electronically. IFIC debit card is issued against any individual sayings.



current account maintained with any branch of IFIC Bank Limited. The designated savings/current account can be operated by using the debit card without using cheques 24 hours in a day, 7 days in a week, 365 days in a year. The customers are not required to pay any charge for transactions at Merchant Point of Sale (POS) for purchasing goods and services. For cash withdrawal from ATM/Branches, a little charge may be applied. No interest will be calculated on cash withdrawal or purchases. No minimum amount due and no hassle of payment of monthly bills.

## **IFIC PREPAID CARD**

IFIC Bank VISA Prepaid Card can be used at any ATM displaying VISA Logo for withdrawal of cash and at any POS displaying VISA Logo for purchase of goods & services within Bangladesh. ATM transactions are to be secured by Personal Identification Number (PIN) known by the concerned customer only. POS transactions will not require PIN. However, all the transactions are to be authorized by the system electronically. Prepaid card is safer than carrying cash and more convenient than writing cheques. IFIC Prepaid card is issued by the branches instantly on filling-up the Application Form and making initial deposit. There is no need to have any account with the Bank. Prepaid card are suitable for the customers who does not maintain any account with IFIC. No interest will be calculated on cash withdrawal or purchases. No minimum amount due and no hassle of payment of monthly bills.

## **IFIC BANK POS**

Bank POS are available at all the branches of the Bank. Any IFIC Card Holder can withdraw cash from any branch of IFIC Bank Ltd. through Bank POS. Credit Card Holders can withdraw cash up to 100% of their credit limit.

## 2.7 SWOT Analysis of IFIC Bank Limited:

SWOT means overall evaluation of an organization by its activities such as: Strength, weakness, Opportunity and Threat. The SWOT analysis of IFIC Bank is discussed below:

### Strength:

Strength			
1st Generation Bank	82 numbers of Branches	Work force Number 3152	35% Govt. shares

IFIC Bank Limited is the 1<sup>st</sup> generation private bank in banking environment in Bangladesh and it has provides customer satisfaction for 25 years. Now there are 82 branches in six divisions. There are 3152 employees all over the country and contribute to our economy by their hard works. The bank also has 35% govt. share which adds to its strengths.



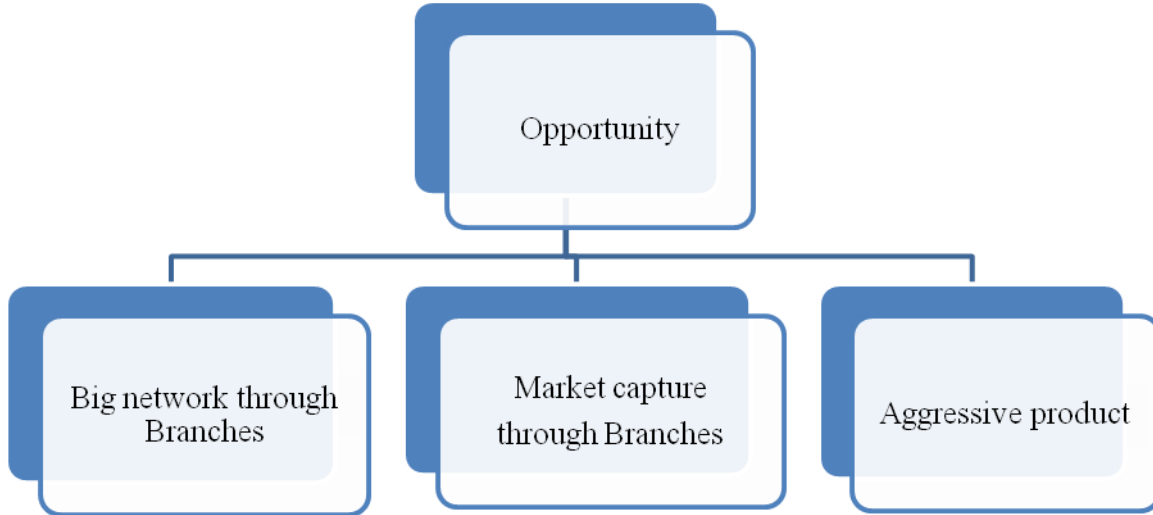
## Weakness:

In the process of the case study some weaknesses of the bank were found which are essential to be overcome for this organization. Such as:



The paid up capital of the bank is inadequate according to the rule of Bangladesh bank. IFIC has 164.00 million whereas the law requires 200 million of paid up capital. It is a new comer in online banking system; therefore the staff is not totally adapted to online banking yet. There are not enough ATM booths, many customers also complain about this weakness. Another weakness of the bank is that, the marketing team is not of adequate size and efficiency to advertise the product line of the bank.

Opportunity:



IFIC Bank Limited has a big network to capture a large number of customers by its aggressive product.

## Threats:

Bangladesh is a third world economic country and practicing a democracy policy. By this policy banks are affected by some hassles which can be great threat for a bank. On the other hand global recession and rising of new generation banks are becoming a great threat as well. New generation banks provide highest facilities for their customers in which IFIC Bank lacks.





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# Chapter-3

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Human Resource Policy & practice  
of  
IFIC Bank Limited

### 3.1 ACTIVITIES OF HRM:

HRM has a significant role in today IFIC Bank and must be forward thinking. They must take the lead in assisting good achievement with the "people" component of the organization: Under the guidance of HRM, employees of an organization can assist it in gaining and maintaining a competitive advantage. Attracting and maintaining such employees require: HRM of IFIC Bank to have policies and practices that such employees desire. HRM of IFIC Bank will also recommend and implement changes regarding where necessary.

Human resource management has its focus mainly on balancing the needs, goals, objectives and values of both employers and employees. Policies form rules of conduct and they should be based on the following principles:

- Putting right man in the right place by a careful program of selection procedure and placement to make sure that the new recruit is physically, mentally and psychologically fit for the job to be performed. This is needed for the new employee to develop and grow.
- Training the new recruits for developing technical competence to-perform so that they can discharge their duties and responsibilities efficiently.
- Transforming the organization into a coordinated entity of different departments permitting reduction of interpersonal and interdepartmental function and conflicts.
- Ensuring employee security with opportunity, incentive and recognition, thereby encouraging employees to stick to their jobs in the hope of advancement in the organization and thereby reducing turnover and loitering.
- Supplying proper equipment and promoting right conditions of work to facilitate production at lowest possible cost.
- Looking ahead and ensuring production and distribution of superior quality foods and services for catering to the rising and changing requirements of the consuming public.



- Rewarding star performers. Reward should be earned, not given.

### **3.2 MAIN OBJECTIVES OF HRM:**

- Establishment and maintenance of an adequate organization structure and promotion of harmonious working relation among the members of all levels on company's pay roll.
- Integrating the employees and employee groups with company and there by obtaining their commitment, loyalty and involvement in company's work and high level of productivity.
- Effective utilization of the organization's human resources for achieving goals of the organization.
- Recognizing and satisfying employee goals and group goals for motivation.
- Taking appropriate steps to maintain employee morale at high level and ensuring adequate work performance.
- Providing opportunity for individual growth and development in the, firm tough job satisfaction.

### **3.3 HR POLICY:**

Policy is guideline to action Human Resource policy is the most vital element of corporate policy since it guides recruitment, selection, orientation training and placement of personnel. Apparently human resource policy is concerned with proper use human required for undertaking activities in order to achieve corporate goals and objectives.

The same kind of human resource is not appropriate for all kinds of organizations. A particular organization has to assemble and develop manpower keeping in view with its planned and projected activities.

### **3.4 COMPONENTS OF HUMAN RESOURCE POLICY:**

For achieving the objectives of human resource policy as aforesaid, the Bank has identified the following human resource policy areas. The human resource policy issues starting from recruitment to retirement consist of following:

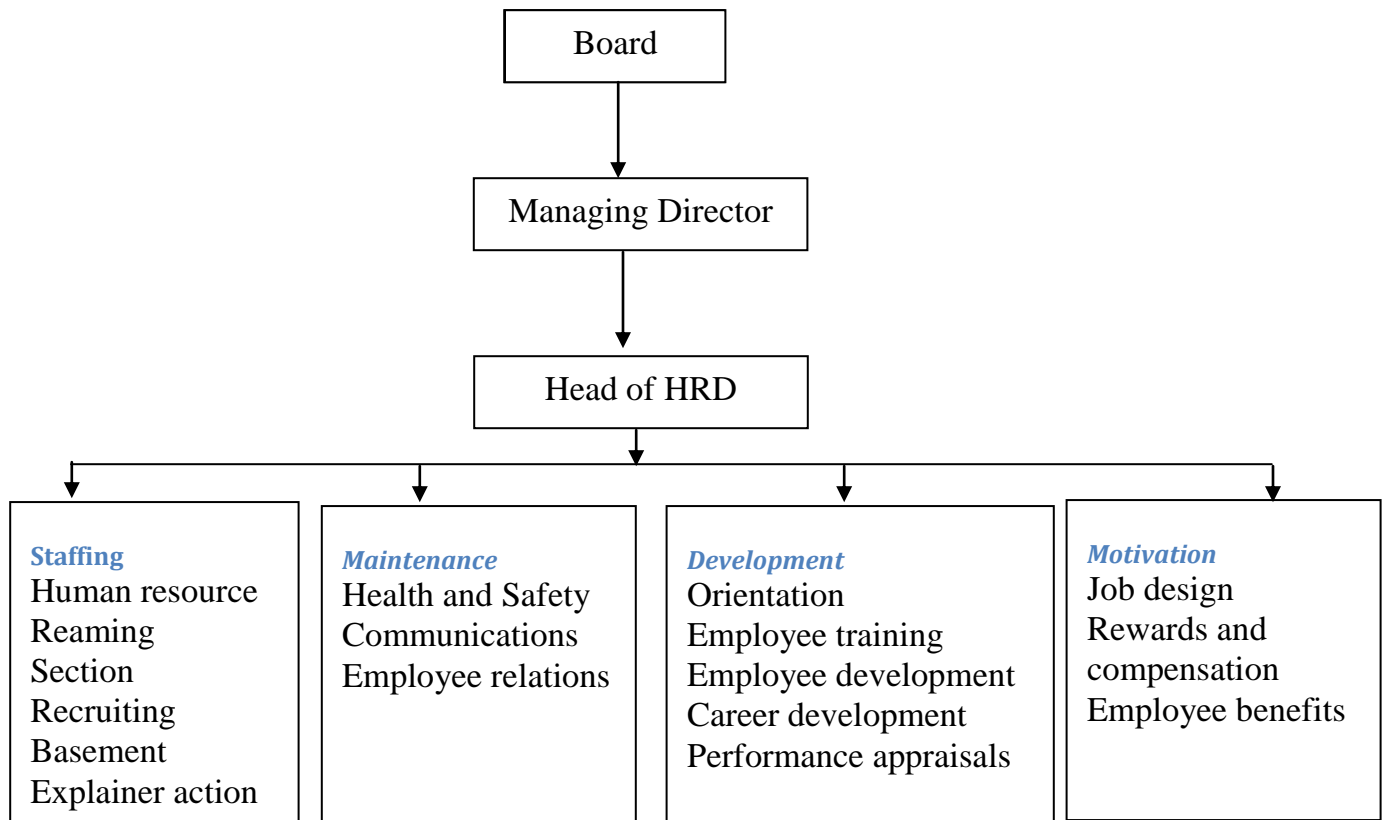
- Recruitment Policy
- Background Checking Policy D Promotion Policy
- Increment Policy D Leave Policy
- Transfer and Posting Policy
- Reward and Recognition Policy
- Termination and Retirement Policy
- Training Policy
- Compensation Policy
- Succession Planning Policy

### 3.5 RESPONSIBILITIES OF HR MANAGEMENT:

Human Resources Division of IFIC Bank Limited will be responsible for management of human resources of the Bank. Human Resource Management comprises the following four (4) basic functions:

- Staffing ,
- Training and Development
- Motivation
- Maintenance

The following organ gram shows the place of Human Resources Division and its basic functions under MW Office Organ gram:



Human Resource Division of IFIC Bank



### **3.6 AIMS OF HRM POLICY:**

Human resources policy generally aims at the following:

- Achieving the main objectives of the organization.
- Creating committed employees.
- Developing trained personnel.
- Consultative service to employees.
- Managerial leadership.
- Delegating of authority.
- Co-operation to and from employees
- Security-of employments.
- Opportunity to growth.
- Fair salary.
- Objectives evaluation of work.

### **3.7 Comparison Of Training Policies And Procedure Among Different Banks In Bangladesh With IFIC Bank Ltd.:**

#### **Training Policies and Procedure of IFIC Bank Ltd.**

IFIC Bank Ltd. believe that appropriate forms of training contributes to Human . Resources development and human resources can be developed by way of upgrading the job knowledge and skills. Training is essentially a planned continuous learning process & effort by management to improve employees competency levels & thus to develop individual ability to perform on the job. In-fact, the more information & education the Bank can give to employees, the better equipped they will be to advance within the Bank.

At the end of the current year the Training and Research Division of IFIC Bank Ltd. Prepare an Academic calendar for the next year mentioning the training programs based on the needs of the

bank and its employees. While designing & formulating a Course, The Training and Research Division gather General Information regarding the course, fix target group and` code of conduct for them to follow. And then we talk to Head Office & the Management. The program is drawn within the policy given by the Board of Directors.

Besides internal resource persons, The Training and Research Institute of IFIC Bank invites experienced and knowledgeable external resource persons from Ministries, Bangladesh Bank, Bangladesh Institute of Bank Management, Universities and other relevant organizations to deliver lecture and conduct practical sessions

Sufficiently furnished & properly equipped, DBTI can smoothly organize training with easy arrangement for classroom logistics, multimedia and overhead projector. Group Discussion, exams, newspaper corner, lunch & snacks rooms are also there with comfortable arrangements.

### **Training Policy and Procedure Of Islami Bank Bangladesh Ltd.**

As a part of the training strategy of IBBL, the HR Training Centre prepare a training calendar for every year based on training needs & requirement focusing on the key areas of banking. The main target group of training are newly recruited officers and mid-level officers.

Meanwhile, IBBL issues a separate letter at the end of the year inviting suggestions including training requirements from the branches / Divisions and then the training academy talk to the head office to prepare the academic calendar of different training programs based on the demands of the bank. This year, IBBL is contemplating to organize some outreach training workshops on 'Prevention of Money Laundering' as per regulatory requirement besides participating in training courses/workshops at BIBM / Bangladesh Bank Training Academy.

The following are the proposed training courses & workshops for the year 2010:

**Workshops on:**

Basel-It/ Customer Service Banking Laws & regulations / Leadership & Team Building / UCP600  
Islami Banking / Anti-Money Laundering / Investment Risk grading / Investment Risks  
Management & Documentation / ALM / IC& C / Uniform Financial Rating System. Training  
course on:

**Training course on:**

Retail & SME Banking / Application of Technology in Banking / Foundation course for new  
officers / Investment Management Financing Foreign Trade / Business Communication.



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# Chapter-4

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## Training & Development

## **4.1 TRAINING & RESEARCH OF IFIC:**

IFIC Bank employs a large number of employees for performing various jobs. Some of them are recoverers. They need more knowledge and skill for better performance of jobs. They are, therefore, in need of proper training to contribute to the achievement of the organizational goals. There are some jobs that require little or no training but many of them need to be performed by adequately training. The use of modern technology has created new jobs in the organization, which required training.

Training involves the change of skills, knowledge, attitudes or behaviour of employees. Although training is similar to development in the methods used to attract learning; they differ in time frames. Training is more present day oriented; its focus is on individuals' current jobs, enhancing those specific skills and abilities to immediately perform their jobs. Employee development, on the other hand, generally focuses on future jobs in the organization.

Training differs from education. Training is concerned with increase in knowledge, skills and abilities of the employees in doing a particular job: It has a narrow aim limited to increase in knowledge and skill related to a job. Education, on the other hand, broadens the mental faculties and horizon of knowledge. It is concern with enhancing general knowledge and motivating one to understand the total environment.

Training is often understood as a learning experience. So, if employees are to understand what training can do to improve an employee's job performance, employee should begin by explaining how learn.

Training widens job related knowledge of the employee. Employees become more skilled and update their knowledge through training. Training provides necessary instructions for performing the current job efficiently. Training differs from education and development.

Imparting of training to the employees has become very much important in modern times for better

performance of the job. Here it can be said that the question of training does not arise but making choice of the method of training arise.

## **4.2 THE ACADEMY OF IFIC:**

At the very beginning the bank laid a foundation by setting up an academy at Head Office under Human Resource. Development Division to human resource internally. Equipped with a professional library, modern training aids, knowledgeable faculty and other facilities, the academy of the bank had been a leading one among the banks on private sector.

Academy is fully equipped with, a professional library, modern training aids and professional faculty. Library has about 4941 books on banking, economics, accounting, management, marketing and other related subjects.

Main training activities consist of in-depth foundation programmers for entry level Management Trainees. Specialized training programmers in the areas like general banking, advance, foreign exchange, marketing and accounts etc. are also organized by the Academy depending on need. Frequently outreach programmers are organized to meet demand for new and specialized skills.

During its 25 years of existence, Academy not only conducted courses, workshops, and seminars as required by the Bank, but it also organized training programmers for the Bank of Maldives, Nepal Bangladesh Bank Limited and Oman International Exchange LLC. In addition, Academy has also the credit of organizing system of Bank of Maldives.

In addition to conducting courses internally, The Academy also selects candidates for nomination to various courses conducted by distinguished training organizations in the country including Bangladesh Bank Training Academy and Bangladesh Institute of Bank Management.

The Academy also re-designs its courses, programmers etc, regularly to meet the requirement of new skills arising out of various directives, guidelines of the Central Bank and

significant changes in the banking sector from time to time.

The academy regularly conducts foundation course, specialized courses and seminars in different areas of banking to take care of the professional banking needs. In addition, officers are regularly sent to Bangladesh Institute of Bank Management (BIBM) and Bangladesh Bank Training Institute (BBTA) for professional training. Sending officers abroad for higher training is regular feature. A research department also works in aid of HRD operational areas.

In the year 2008, the academy has conducted 31 programmers (including training, workshop and seminar) where a total number of 1059 Executives and Officers attended.

Besides, 56 Executives and Officers for BIBM training, 13 Executives and officers sent for BBTA training and 7 Executives and officers were sent abroad for foreign training:

### **4.3 ACADEMY OBJECTIVES OF IFIC:**

**IFIC Bank** Academy, establish in 1983 as an in-house training institution, takes care of the training need of the employee of the bank. The objectives of the Academy are to:

- Make available skilled and dedicated workforce within shortest possible time by reducing time required for on the job training.
- Develop understanding about law and practice of banking through foundation training.
- Impart technical skill to the operation level officers through case studies/practical exercises/demonstration/project visit for efficient desk operation.
- Develop analytical & decision making skills of the officers.
- Develop understanding about human/conceptual skill and organization culture
- Impart managerial skills to groom future executive and to keep existing Executives up-to date with national international environment.

## **4.4 TYPES OF TRAINING:**

Foundation courses have two parts: theoretical training in the academy and job rotation. The officers on probation are required to undergo both in a period of one year. During this period, three-phased training programmed is effective. On theoretical training say, general banking, the officers are required to undergo rotation in general banking activities under the supervision of HRD. Similar process is followed in' case of CRM & Foreign Exchange.

## **4.5 FACULTY:**

The academy has built up a pool of knowledgeable/competent trainer within the bank. In addition to permanent and professional trainers, speakers are drawn from operational side so that on. the job experience may be exchange and shared. Over and above, speakers from Central Bank, professional training institutions, universities, research organizations and Govt. organizations are also invited to share views and experience. Senior and retired bankers are also regularly to enhance effective of training.

## **4.6 LIBRARY:**

The academy has a good collection of books, journals and magazines. The books are mainly on subjects like banking, economics, accounting, management and marketing etc. As on December 31, 2008 the library had 5,653 books/titles: The books are issued to the employees usually for one month.



## **4.7 METHODS OF TRAINING:**

The academy holds need-based training courses/workshop/seminars etc. which are finalized by Training & Research Division in constantly with various department and senior executives at Head Office. Training inputs are constantly reviewed / modified for achieving the objective. Methods in training include: discussion/ lecture/workshop/case study/games/ role play/ film show/ simulation/group work & Presentation/ project` Visit and so on.



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# Chapter-5

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## Comparative Analysis

## 5.1 ANALYSIS OF THE STUDY:

IFIC Bank:

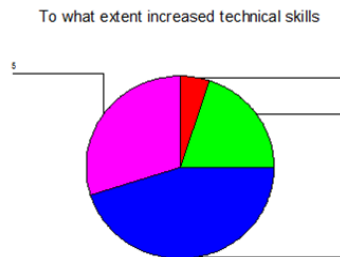
The results of the survey done among the employees in IFIC bank are depicted below with pie charts.

### 1. To what extent increased technical skills

IFIC:



IBBL:



The employees of IFIC bank Ltd. most of the employees agreed that the training enhances their technical skills. 90% of them chose positive answers and other 10% were neutral.

On the other hand the employees of IBBL gave different answers. 30% chose “5” which is “A lot” and 45% chose “4” which is “satisfactory”. Other remaining 25% chose to be neutral.

### 2. To what extent enhanced Communication skills:

IFIC:



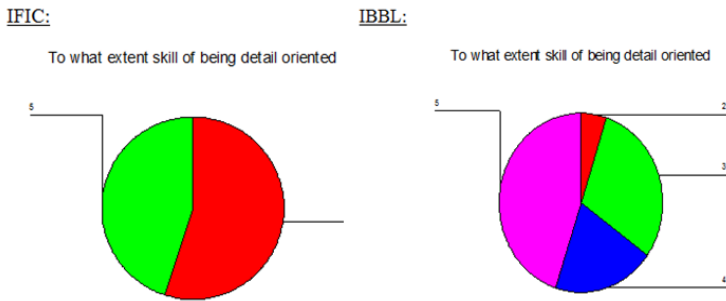
IBBL:





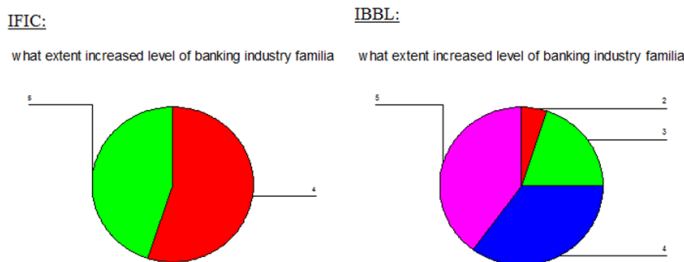
Employees of IFIC bank responded very positively to this answer. 55% said that the training enhances their communication skills a lot and other 45% said satisfactory. On the other hand, the employees of IBBL gave different answers. Only 25% said that their training has enhanced their communication skills a lot and 5% disagreed with that. Rests are neutral about it.

3. To what extent enhanced skill of being detail oriented:



45% of employees from both the banks have agreed that training helps them to be more detail oriented “a lot”. There is no disagreement about this in IFIC but 5% in IBBL contradict to this in their opinion.

4. To what extent increased level of banking industry familiarity:



45% from IFIC and 40% from IBBL have said that training increased their banking industry familiarity a lot.



5. To what extent increased motivation:

IFIC:

To what extent increased motivation



IBBL:

To what extent increased motivation

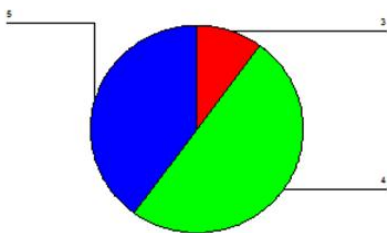


55% from IFIC and 45% from IBBL have agreed that their training enhanced their motivation level. 10% of employees from IFIC and 20% from IBBL have remained neutral about this answer.

6. To what extent enhanced creative thinking skills:

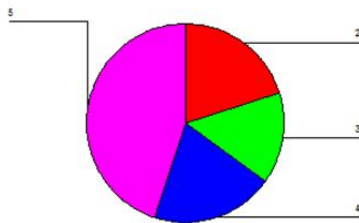
IFIC:

To what extent enhanced creative thinking skills



IBBL:

To what extent enhanced creative thinking skills



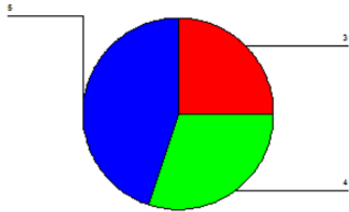
40% of the employees of IFIC have said that their training program enhances this skill ‘a lot’. 10% of them were neutral.

On the other hand 45% of the employees of IBBL have chosen “a lot” as their answer and 15% were neutral.

7. To what extent developed stress management skills:

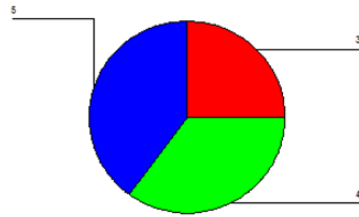
IFIC:

To what extent developed stress management skills



IBBL:

To what extent developed stress management skills



45% from IFIC and 40% from IBBL have agreed that their training programme helps them develop stress management skills a lot. 25% from each bank remained neutral.



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# Chapter-6

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Findings On Analysis &  
Recommendations

## 6.1 FINDINGS ON ANALYSIS:

While working I have gained a newer kind of experience. After collecting and analysis data I have got some idea about the training and development practice of IFIC Bank Ltd, Islami Bank Bangladesh Ltd. which is given below:

- The analysis shows that most of the employees of IFIC bank Ltd and Islami Bank Bangladesh Ltd think that training and development is a way to achieve the organization's goals.
- In IFIC bank Ltd most of the employees think that the training plays an important role to develop their carrier But the employees of Islami Bank Bangladesh think that training is not very much essential for their carrier.
- Most of the employees of these banks think that their bank understands the training needs for employees.
- Almost all employees strongly agreed that their skill of being detail oriented have been enhanced by the training.
- Most of the employees of these banks think that their performance has become well after receiving training.
- These banks do not conduct adequate software-based training for their employees. But to cope with the modern banking system software-based training is very essential for the employees of the bank.
- The training budget of IFIC Bank Ltd and Islami Bank Ltd are increasing. That means they are giving more importance on training to achieve the organization's goals.





- These Banks use different training materials to provide training to their employees. Most of the time they use Class lecture for the training purpose of their employees. They use multimedia and projector to give training to the employees. But they do not more emphasize on arranging computer based training and movie or film based training to their employees.
- The training department of these Banks mainly focuses on the needs analysis of employees for the selection of employees for training. They also use performance appraisal; analyze the previous record, recommendation of top management to select the candidates for training.
- The analysis shows that the purpose of providing training of these Banks varies from one to another. But the main purpose is to increase the sales target of the bank, motivate the employees and increase the employee's skills. But all banks do not more focus on to increase the technological knowledge of the employees.
- The main purpose of training of these banks is to increase their profit. But they do not arrange training to motivate their employees. But without motivation the employee's productivity will not increase.

## **6.2 RECOMMENDATION:**

With a little knowledge about banking, it is not an easy job to find out the difficulties of the bank: Rather than recommending t would like to give my opinion to improve the banking service and make the customer more satisfied.

## **Opinion For Improving Training and Development Practice of IFIC bank Ltd and Islami Bank Bangladesh Ltd:**

- (1) Banking business plays an important role for the economic development of the country. So I think the banking operation should be software based. And bank should arrange software-based training for their-employees:
- (2) The Human Resource Department of these banks must introduce technology to conduct their functions like recruitment, Selection, Hiring and so on.
- (3) Training is a part of the organization to achieve the goal. Some of the employees do not understand the importance of training. First of all the Bank should create knowledge among the employees so that they can understand the importance of training.
- (4) Now a days technology is essential to cope with the modern world. So the banks should increase arranging those training program through which the employees can increase their technological knowledge.
- (5) I think needs analysis is the best way to select employees for training. So the bank should hire skilled people for HR department. So that they can conduct need analysis properly to select the right person for training.
- (6) The banks should increase their training budget. Because without increasing training budget the banks would not be able to introduce modern technology in their training system.

## **6.3 Overall Opinion for IFIC Bank Ltd:**

### **I. Renovation of customer service**

Since a number of new banks are coming to existence with their extended customer service pattern in a completely competitive manner. Customer services must be made dynamic and prompt. Now a days, people especially business people have very little time to waste. So the bank should make its service prompt so that people need not give more time in the banking activities.

### **II. Providing more industrial loans**

It seemed to me that the bank having a large amount of deposit is not simply encouraging the large scale of long term industrial loans to accelerate the economy as well as to help the economy to solve unemployment problem.

### **III. Speed up Processing of loan application**

If loan-processing time is lengthy, it will not get good borrower. Most of this time is spent for correspondence between Head Office and Branch. So the branch should speed up its loan processing time, For reducing loan-processing time, branch manager should be given more power to sanction loan. This power can eliminate the time. Branch should have independent appraiser for appraising term loan proposal.

### **IV. Bank should be innovative and diversified in its services**

This branch provides only conventional services. Modern banking today is introducing various kinds of deposit account with different attractive features each of which may attract different groups of people. For example, Saving Certificate Scheme introduced by Islami Bank is one of its unique services in the banking in Bangladesh. Even the bank does not provide any 'Customer Loan' facility, which has been found very much profitable for those banks who have introduced it in their banking services.

Bank should diversify its banking services and add new features in its services so that it can attract customers from all groups of people. Financial Engineers of IFIC Bank should be innovative in developing new banking services, which will attract customers and reduce costs. It can introduce customer loan scheme, provide bridge loan, or can engage in lease financing. It can also underwrite shares of newly incorporated public companies.

#### **V. Bank should immediately enter into the credit card market**

This bank does not have any plan to grow in the Credit Card Market. It is well versed that tomorrow's payment will be consisted of only plastic money (Credit Card). A large part of business transaction will be done by credit card in near future. In western world, more than 50% of transactions are in credit card. If this bank does not prepare from now on, it cannot compete in the future market. So, the branch should give special attention to the introduction of Credit Card.

#### **VI. Introduce-modern technology**

Without using modern technology no bank can even think of remaining in the business in near future: So the bank must decide right now how it can equip its branches with modern technology. Use of modern technology in one sense can increase cost but another sense it increases productivity highly and it attracts big clients. It can introduce ATM services in every branch. Use of automatic machine like cash counter machine, own ATM brings speed in banking services.

#### **VII. Development of human resources**

Human resource is another sector for the branch to be developed urgently.

Human resources, in the branch, are not equipped with adequate banking knowledge. Majority of the human resources are lack of basic knowledge regarding money, banking finance and accounting. Without proper knowledge in these subjects, efficiency cannot be optimized. Bank can arrange training program on these subjects.

### **VIII. Reduce classified loan on an emergency basis**

It is observed in the Loans and Advances department that classified loan is about to 36% of the total loan portfolio. Such a big share of classified loan indicates weakness in the lending policy of - branch. Probably bank's customer selection process is not right. Bank should take special action in order to reduce the amount of classified loan. Although branch is maintaining the required provision for its classified loan, branch should consider recovering classified loan on an emergency basis. For this bank should motivate the defaulter for repaying. If motivation failed, then bank should be stringent about the defaulter and take legal action.

### **IX. Bank should remove the time card system**

The oddest thing in this bank is that it maintains a time card system to maintain the attendance of the employee including manager of the branch. It is definitely effective system but it is simply used to record the work hour of the labours in any manufacturing concern in the western countries to make their payment effectively those who are hourly basis worker. This system cannot be - employed to the high officials like Manager of the branch etc. this creates an inferior impact on the mind of the employees that they are ill treated which decreases their service providing quality.

### **X. Bank must try to be more computerized**

There are computers almost in every branch in the IFIC Bank, but it does not mean that the bank is maintaining a network among them. The networking system obviously charges a high installation cast, but it will definitely reduce the overhead costs and an error free banking may be in progress. Moreover by adopting this system the bank can join in modern competition along with e-commerce concept.

## 6.4 CONCLUSION:

There are a number of Private Commercial Banks, Nationalized Commercial Banks and foreign Banks operating their activities in Bangladesh. The IFIC Bank Ltd. is one of them. For the future planning and the successful operation for achieving its prime goal in this current competitive environment this report can be helpful guideline.

From the practical point of view I can declare boldly that I really have enjoyed my Internship Report on Training and development Practice- A Over view on IFIC Bank Ltd, from the first day. Moreover, Internship Report that is mandatory to complete my BBA program, although it is obviously helpful for my career building.

In the last decade there has been a revolution in the communication media through the introduction of Internet and other forms of secure dial-up media. This had an immense impact on all the sectors of the industry specially the banking sector. The number of banks is increasing day by day because the demand of the customer for the banking service is high as a result there is a highly competitive situation in the banking sector and people have many option in case of taking banking services As a central bank of Bangladesh The Bangladesh Bank always adopting measures for putting banking institution on right track and also monitors the activities of these banks to prevent from doing illegal activities.

To compete in the environment of advancing technology and faster communication the IFIC should depend more heavily on 'the quality service and information technology. No doubt about it that IFIC achieve superior position in our banking industry but to cope with customer IFIC should think how to make it services proactive. To compete with other bank's operation in Bangladesh, IFIC should introduce easier way for faster processing of credit analysis.

Banks always contribute towards the economic development of a country. Compared with other Banks **IFIC Bank Ltd** is contributing more by investing most of its funds in fruitful projects leading to increase in production of the country. It is obvious that right channel of Banking establish a successful network over the country and increases resources; will be able to play a considerable role in the portfolio of development in developing country like ours.

**IFIC Bank Ltd** playing its leading role in socio-economic development of the country. Since inception **IFIC Bank Ltd** has been rendering its Banking services with the needs of the nation to cope with the demands of people in the country. By doing many other works for community & society, IFIC Bank Ltd has emerged as the pioneer of playing key role in the country.

As a leading bank of Bangladesh, IFIC contributes in the business with promising future. I can hope that IFIC can spread their business with increasing various scheme and other utility services.

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# Annexure





## **The milestones of the Bank :**

- 1976** -Established as an Investment & Finance Company under arrangement of joint venture with the govt. of Bangladesh.
- 1980** - Commenced operation in Foreign Exchange Business in a limited scale.
- 1982** - Obtained permission from the Govt. to operate as a commercial bank.  
  
- Set up a its first overseas joint venture (Bank of Maldives Limited) in the Republic of Maldives (IFIC's share in Bank of Maldives Limited was subsequently sold to Maldives Govt. in 1992)
- 1983** - Commenced operation as a full-fledged commercial bank in Bangladesh.
  
- 1985** -Set up a joint venture Exchange Company in the Sultanate of Oman, titled Oman Bangladesh Exchange Company (subsequently renamed as Oman International Exchange, LLC).
- 1987** -Set up its first overseas branch in Pakistan at Karachi.
- 1993** -Set up its second overseas branch in Pakistan at Lahore.
- 1994** -Set up its first joint venture in Nepal for banking operation, titled Nepal Bangladesh Bank Ltd.
- 1999** -Set up its second joint venture in nepal for lease financing, titled nepal Bangladesh Finance & leasing Co. Ltd. (which was merged with NBBL in 2007)



- 2003** -Overseas Branches in Pakistan amalgamated with NDLC, to establish a joint venture bank: NDLC-IFIC Bank Ltd., subsequently renamed as NIB Bank Ltd.
- 2005** -Acquired MISYS solution for real time on-line banking application.  
 -Core Risk Management implemented.
- 2006** -Corporate Branding introduced.  
 -Visa Principal and Plus (Issuer and Require) Program Participant Membership obtained.
- 2008** -Observing 25th Anniversary of Customer Satisfaction.
- 2009** -64 Branches offering Real Time On-line banking facility.
- 2010** -All 87 Branches & SME Service Centers of IFIC Bank is operating under state-of-art world class Real Time On-line Banking Solution.

## Questionnaire:

The questionnaire that has been used for the survey is given below:

### Questionnaire

#### General Questions:

1 .To what extent have the objectives of the programme been achieved?

<b>Fully</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Not at all</b>
--------------	----------	----------	----------	----------	----------	-------------------

..

2. To what extent has your understanding of the subject improved or

<b>A lot</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Little</b>
--------------	----------	----------	----------	----------	----------	---------------

increased as a result of the programme?

3. What is your overall rating of the programme?

Excel le-nt	5	4	3	2	1	Poor
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**Skill Development:**

4. To what extent has the programme helped to enhance your appreciation and understanding of your job as a whole?

A lot	5	4	3	2	1	Little
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5. To what extent do you think the Training has helped enhance your Technical skills?

A lot	5	4	3	2	1	Little
----------	---	---	---	---	---	--------

6. To what extent do you think the Training has helped enhance your communication skills?

A lot	5	4	3	2	1	Little
----------	---	---	---	---	---	--------

7. To what extent do you think the training has helped you gain the skill of being detail oriented in work?

A lot	5	4	3	2	1	Little
----------	---	---	---	---	---	--------

8. To what extent do you think the training has enhanced the level of your banking industry familiarity?

A lot	5	4	3	2	1	Little
----------	---	---	---	---	---	--------

9. To what extent has the training increased your enthusiasm and motivation?

A lot	5	4	3	2	1	Little
----------	---	---	---	---	---	--------

10. To what extent do you think that the training has enhanced your creative thinking skills?

A lot	5	4	3	2	1	Little
----------	---	---	---	---	---	--------

11. To what extent do you think the training has developed your stress management skills?

A lot	5	4	3	2	1	Little
----------	---	---	---	---	---	--------

**Balance of Programme**

12. How do you rate the balance between input sessions, activities, discussions, and videos?

Good Balance	5	4	3	2	1	Poor Balance
-----------------	---	---	---	---	---	-----------------

13. To what extent was the programme logically sequenced?

Well Sequenced	5	4	3	2	1	Poorly Sequenced
-------------------	---	---	---	---	---	---------------------

14. What are your views on the tools used?  
**slides:**

**OHP/PowerPoint**

Excellent Quality	5	4	3	2	1	Poor Quality
----------------------	---	---	---	---	---	-----------------

**Flipchart:**

**Training Location**

15. How do you rate the training establishment?

Excellent Quality	5	4	3	2	1	Poor Quality
-------------------	---	---	---	---	---	--------------

Excellent	5	4	3	2	1	Poor
-----------	---	---	---	---	---	------

16. How do you rate the training accommodation (training room, etc)?

Excellent	5	4	3	2	1	Poor
-----------	---	---	---	---	---	------

17. How do you rate the service (breaks, refreshments, meals, etc)?

Excellent	5	4	3	2	1	Poor
-----------	---	---	---	---	---	------

## Frequency tables:

1. To what extent increased technical skills:

IFIC:

**To what extent increased technical skills**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	2	10.0	10.0	10.0
4	9	45.0	45.0	55.0
5	9	45.0	45.0	100.0
Total	20	100.0	100.0	

IBBL:

**To what extent increased technical skills**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	1	5.0	5.0	5.0
3	4	20.0	20.0	25.0
4	9	45.0	45.0	70.0
5	6	30.0	30.0	100.0
Total	20	100.0	100.0	



2. To what extent increased communication skills:

IFIC:

**To what extent enhanced communication skills**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	9	45.0	45.0	45.0
	5	11	55.0	55.0	100.0
	Total	20	100.0	100.0	

IBBL:

**To what extent enhanced communication skills**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	5.0	5.0	5.0
	3	5	25.0	25.0	30.0
	4	9	45.0	45.0	75.0
	5	5	25.0	25.0	100.0
	Total	20	100.0	100.0	

3. To what extent developed skill of being detail oriented:

IFIC:

**To what extent skill of being detail oriented**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	11	55.0	55.0	55.0
	5	9	45.0	45.0	100.0
	Total	20	100.0	100.0	

IBBL:

**To what extent skill of being detail oriented**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	5.0	5.0	5.0
	3	6	30.0	30.0	35.0
	4	4	20.0	20.0	55.0
	5	9	45.0	45.0	100.0
	Total	20	100.0	100.0	

4. To what extent increased level of banking industry familiarity:

IFIC:

**To what extent increased level of banking industry familiarity**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	11	55.0	55.0	55.0
	5	9	45.0	45.0	100.0
	Total	20	100.0	100.0	

IBBL:

**To what extent increased level of banking industry familiarity**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	5.0	5.0	5.0
	3	4	20.0	20.0	25.0
	4	7	35.0	35.0	60.0
	5	8	40.0	40.0	100.0
	Total	20	100.0	100.0	



5. To what extent increased motivation:  
 IFIC:

**To what extent increased motivation**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	2	10.0	10.0	10.0
4	7	35.0	35.0	45.0
5	11	55.0	55.0	100.0
Total	20	100.0	100.0	

IBBL:

**To what extent increased motivation**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	1	5.0	5.0	5.0
3	4	20.0	20.0	25.0
4	6	30.0	30.0	55.0
5	9	45.0	45.0	100.0
Total	20	100.0	100.0	

6. To what extent increased creative thinking skills:

IFIC:

**To what extent enhanced creative thinking skills**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	2	10.0	10.0	10.0
4	10	50.0	50.0	60.0
5	8	40.0	40.0	100.0
Total	20	100.0	100.0	



IBBL:

**To what extent enhanced creative thinking skills**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	4	20.0	20.0	20.0
	3	3	15.0	15.0	35.0
	4	4	20.0	20.0	55.0
	5	9	45.0	45.0	100.0
	Total	20	100.0	100.0	

7. To what extent developed stress management skills:

IFIC:

**To what extent developed stress management skills**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	5	25.0	25.0	25.0
	4	6	30.0	30.0	55.0
	5	9	45.0	45.0	100.0
	Total	20	100.0	100.0	

IBBL:

**To what extent developed stress management skills**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	5	25.0	25.0	25.0
	4	7	35.0	35.0	60.0
	5	8	40.0	40.0	100.0
	Total	20	100.0	100.0	



Frequency Statistics:  
IFIC:

**Statistics**

		To what extent increased technical skills	To what extent enhanced communication skills	To what extent skill of being detail oriented	To what extent increased level of banking industry familiarity	To what extent increased motivation	To what extent enhanced creative thinking skills	To what extent developed stress management skills
N	Valid	20	20	20	20	20	20	20
	Missing	0	0	0	0	0	0	0

IBBL:

**Statistics**

		To what extent increased technical skills	To what extent enhanced communication skills	To what extent skill of being detail oriented	To what extent increased level of banking industry familiarity	To what extent increased motivation	To what extent enhanced creative thinking skills	To what extent developed stress management skills
N	Valid	20	20	20	20	20	20	20
	Missing	0	0	0	0	0	0	0



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ইন্টারন্যাশনাল ফাইন্যান্স ইনভেস্টমেন্ট এন্ড কমার্স ব্যাংক লিমিটেড

THANK YOU