

Report on:

**Human resource management activities on foreign exchange department of Exim bank**

By:

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ID: 17304122

An internship report was submitted to BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration.

BRAC Business School

BRAC University

January 2022

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## Declaration

It is hereby declared that

1. The internship report submitted is my original work while completing a 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 include any information that has been accepted or submitted for any other university or other institution's degree or credential.
4. I've acknowledged all major sources of support.

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

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**BRAC University**

## Letter of Transmittal

Mr. Zaheed Husein Mohammad Al-Din

Senior Lecturer

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Human resource management activities on foreign exchange department of Exim bank.

Dear sir,,

By the blessings of Almighty, I am presenting my internship report to you, which is a required part of the BBA program. Preparing this report under your excellent supervision has been a fantastic learning experience for me.

Here is my internship report prepared on Human resource management activities on foreign exchange department of Exim bank. For three months, I worked as an intern at EXIM Bank. The internship allows me to gain hands-on experience with a bank's banking operations. I learned how banks manage their general banking activities throughout this time. I've done my best to finish the report with the most important information and recommendations most compactly and comprehensively possible. I am hopeful that the report will meet your expectations.

May, therefore, pray and hope that you would be kind enough to approve my internship report and provide your value judgments.

Sincerely yours,

Bushra Binta Mohiuddin

17304122

BRAC Business School

BRAC University

27<sup>th</sup> January 2022

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between **EXIM bank** and the undersigned student at BRAC University Bushra Binta Mohiuddin, 17304122

.....

## Acknowledgment

I am grateful to “**Exim Bank**” for assisting me to avail all the data & resources, the information needed to prepare this report.

Moreover, I'd want to express my gratitude to Mr. Zaheed Husein Mohammad Al-Din, my academic supervisor, for assisting me throughout the process of me writing the project and responding to each of my queries by conducting meetings and via mails.

## Executive Summary

Bangladesh's banking industry is immensely important to the country's economy. There are currently 61 approved banks active in the nation. EXIM Bank is the most reputed Bangladesh's top private bank. According to Bangladesh Bank norms and regulations, the bank began operations as a commercial bank on August 3, 1999. Through excellent leadership qualities, it has already won the respect of people and trust for its service that has been satisfied and committed.

This report centered on Exim bank's human resource management activities on foreign exchange department. This report evaluates Exim banks recruitment and selection process, compensation, benefits and training and development for improving employee's skill.

This report covers three different topics in total. I write and explain an overview of my internship program in the first chapter. Where I specified my name, ID, and major. In addition, internship information and specifics such as the name of my organization where I worked for 90 days, my supervisor details, and my tasks and responsibilities are included. Similarly, my contribution to the firm, the advantages I get from the organization, and my advice for incoming interns.

In the second chapter, I go through the organizational aspects, such as the five practices that Exim banks adheres to. I explain all managerial methods, marketing practices, financial and accounting analyses, operational procedures, and Exim bank's information system. I discussed the specifics of them from the standpoint of my organization.

In the last section, which is the project section, I discussed. Exim banks human resource management activities on foreign exchange department. Furthermore, I manually write all of the information and Exim banks recruitment and selection process. Also, elaborately discuss about the Orientation of new employees, training and development process. I also collect different statics, annual report.

To summarize, the paper, titled Human Resource Management activities on foreign exchange department of Exim bank, portrays an overall picture of Exim banks human resource management activities and its in-depth examination.

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## List of Acronyms

<b>ROA</b>	<b>Return on assets</b>
<b>ROE</b>	<b>Return on Equity</b>
<b>NPM</b>	<b>Net profit margin</b>
<b>EBTRA</b>	<b>EXIM Bank Training &amp; Research Academy</b>
<b>EPS</b>	<b>Earning per share</b>

# Chapter 1: Overview of Internship

## 1.1 Student Information:

Name: Bushra Binta Mohiuddin

ID: 17304122

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM)

Minor: E-Business

## 1.2 Internship Information

### 1.2.1 Period, Company name, Department, Address:

Period: 90 days.

Company Name: Export Import Bank Of Bangladesh (Exim Bank)

Department: Human Resource Department

Address: “Symphony” Plot #SE(F): 9, Road # 142, Gulshan Avenue, Gulshan-1, Dhaka-1212, Bangladesh

### 1.2.2 Internship Company Supervisors: Name & Position:

Name: Mohammad Parvez Akhter

Position/designation: Vice president, Export Import Bank of Bangladesh (Exim Bank)

### 1.2.3 Job Scope & Job Responsibilities:

As an intern, I was appointed certain responsibilities in various divisions of the bank in order to become acquainted with banking activities. As most of the works are very unfamiliar to me. However, the work environment and people were so welcoming that I was able to immediately get into the swing of things. My job responsibilities are given below:

- keep modifying internal databases with new employee information like address, phone number, email, and employment forms.
- Based on the job requirement I have to select the correct resume for the job positions. Like the sales officer, territory manager is some of the positions for which I sorted resumes.
- Confirm the interview date and time with the candidates by calling or emailing them.
- I need to Post, modify and delete job postings from job boards, careers pages, and social media platforms.
- Write HR-related reports as instructions given by supervisor or manager
- Sometimes I have to fill up the bank opening form
- Respond to employee questions concerning benefits like remaining days of holidays
- Photocopy many documents

### 1.3 Internship Outcomes:

### 1.3.1 Student's contribution to the company

- Assist with the recruiting process by sorting resumes from the internet portal and photocopy, evaluating candidates' qualifications with JD, creating attendance data for candidates, and so on.
- Helping with the selection process by telling candidates about the interview schedule, written exam, drafting offer letters, appointment letters, etc. confirming the interview date and time by calling or emailing the candidates.
- Helping my supervisors/ co-workers by doing their incomplete work
- Filling documents like I was really busy filing paperwork like bank opening form, clients info. I had to re-arrange the forms according to the serial number. Almost three hundred to four hundred forms were present in each file. The files were then arranged in such a way that an information form could be quickly found
- Respond to customers' and employees' queries
- Creating personal data for new workers by merging all documentation

I tried to remain active and learn as much as possible throughout my three-month internship. Aside from the actions listed above, I was also involved in other tasks such as giving customers information and assistance, checking client information, and contacting clients to provide them with essential and crucial notifications.

### 1.3.2 Benefits to the student

My three months of working experience taught me so many things. This internship has undoubtedly improved my own talents and enhanced my morale. I can't express how grateful I am

to the employees at EXIM Bank Limited's Gulshan Branch. This excellent supervision educated me an essential lesson that hard work is the only way to succeed in life.

I closely observe how to write a job description, job advertisement and interview process, interview questions. Also, my communication skill has improved as I have to talk to so many people in the bank and handle customers. In an office environment employees have to be multitaskers. So I learned how to do so much work at the same time.

Time management is the best thing I have learned. I had to present in my office exactly at 10 am. We had to work quickly at times since we were in a rush. I also have to keep in mind that there is no room for error in the banking sector. I got the chance to improve my communication skills as well. Also, I got the opportunity to know about the banking job environment. As I was the sole intern, I had the opportunity to engage in a variety of areas and learn a variety of new skills. I am planning to start my career in the banking sector.

### 1.3.3 Problems/Difficulties (faced during the internship period)

Everything has positive and negative sides. Though my three months internship journey was excellent, then again I faced some problems during my internship which are given below:

- Companies do not allow their interns to use the internet on pc. So, whenever I needed any information I had to use my phone's internet.
- In this pandemic circumstance, the corporation did not provide a home office, which was highly inconvenient. If an employee was absent, their work remained unfinished.
- There are some difficulties in collecting information as The bank's policy of withholding some data and information for confidential reasons.

- There are some banking fields that are still not covered by our courses, some banking activities were difficult to understand.

#### 1.3.4 Recommendations (to the company on future internships)

Based on the difficulties during my internship at Exim bank I have faced I would like to provide some recommendations which are given below:

- Exim bank should allow their interns to use the internet on pc
- As covid is increasing they should allow their interns to work from home.
- They can open a daycare center for their female interns.
- There could be more opportunities for interns to work on small projects without committing to a long-term contract.



## Chapter 2: Organization Part

### 2.1 Introduction

#### 2.1.1 Objective:

Internships are part of degree programs that allow students to get experience in real-life job environments. As a Bachelor of Business Administration (BBA) student at Brac University, one must work in any organization in order to meet the requirements of the 12-week Internship Program. The initial goal of this internship is to acquaint students with the corporate world so that they may utilize the information learned in their life. To complete BUS 400 course, students need to prepare reports based on their 3 months internship experience.

Similarly, this report was created as part of my undergraduate business school requirement. This report is a comprehensive reflection of my internship experience at EXIM Bank Limited's "Human resource management activities in foreign exchange department". The primary goals of compiling this report are as follows:

- Discuss human resource activities of Exim bank
- Discuss the offerings provided by EXIM Bank Ltd.
- To analyze EXIM Bank Limited's primary strengths and limitations
- Utilize my information learned throughout my studies

### 2.1.2 Methodology

The information in this report is collected based on my three months internship. There are two types of methodology where we collect our data 1) primary data,2) secondary data

#### **Primary Data:**

- Direct conversation with my supervisors, co-workers
- Personal work experience
- By communicating with customers or clients.

#### **Secondary Data:**

- Exim bank annual report
- Exim bank website
- Other official documents
- Various financial websites and journals.

### 2.1.3 Scope of the Study

Based on this report, we can get detailed information about Exim bank's human resource management activities. Also, we can get to know about their organizational practices and the facilities they provide. The report will undoubtedly provide an excellent chance for the researcher to investigate the bank's banking activities.

### 2.1.4 Limitations

I should emphasize that, as with every other study, I encountered several limits when creating this report. The report would have been more suitable instead. The primary constraints I encountered were as follows:

- Time constraint is one of the major problems. Only 12 weeks of the internship is not enough to prepare this report.
- Due to secrecy, confidential resources were not accessible
- Some assumptions were made due to the scarcity of information. As a result, there may be some personal errors in the report.
- Lack of knowledge about the banking industry.

### 2.1.5 Significance

After reading this report, the reader will understand the whole human resource management and other activities of Exim bank.

## 2.2 overview of the company

### 2.2.1 History



EXIM Bank is the most reputed Bangladesh's top private bank. According to Bangladesh Bank norms and regulations, the bank began operations as a commercial bank on August 3, 1999, by Late Mr. Shahjahan Kabir, founder chairman.

As of 2014, the bank has 81 branches and 46 ATM booths around the country. The bank had transformed its traditional banking operations to Shariah-compliant Islamic banking by 2004. They provide financial facilities to Muslims and non-Muslims equally, giving consumers options and flexibility in their savings and investments.

In 2010, the bank purchased T-24 core banking software from the Swiss IT firm Temenos. They have made steps to establish a vast network of ATM machines throughout the country, as well as released "EXIM KISHAN," an agricultural product in accordance with the Central Bank's direction for agricultural investment.

EXIM Bank's significant commitment to corporate social responsibility is one of its distinguishing traits (CSR). The bank has made contributions to humanitarian, social, and cultural initiatives, as well as scholarship programs. It has also contributed to the aesthetics of Dhaka by sponsoring footbridges in overcrowded areas of the city and developing income-generating social projects.

### 2.2.2 Mission

- Offer superior banking services
- To maintain a technologically advanced banking environment.
- To uphold corporate and business ethics and openness at all levels.
- Maintain long-term stability and give appreciation to reputable stakeholders
- Maintain corporate social responsibilities.
- As well as, contribute to the nation's economic progress.

### 2.2.3 Vision

"Together Towards Tomorrow" is the corporate slogan of Exim Bank.

The Export Import Bank of Bangladesh, as the name suggests, is not a different type of bank in certain countries on a global level, but in Bangladesh, this is the first bank. The bank believes in working together with its customers to achieve growth and success through its services. To reach the intended result, the bank intends to pursue excellence at all levels in an atmosphere of continuous development.

#### 2.2.4 Awards & Achievements:

Exim bank receives so many awards and recognitions because of its quality management.

- **ICMAB Best Corporate Award 2013**



Figure 1 ICMAB best corporate Award 2013



Figure 2 International bizz award 2013

- **International Diamond Prize for Excellence in Quality" award**



Figure 3 International Diamond Prize for Excellence in Quality" award

- **"World Finance" award"**



*Figure 4 world finance award*

## 2.3 Management practices

### 2.3.1 Corporate governance

It is the process by which the company is directed and controlled. The directors' tasks include supervising the implementation of ideas, setting organizational goals and objectives, reporting to shareholders on their success, and monitoring the company's governance. Figure 5 are showing the complete details of the corporate governance of Exim bank.

## COMPLIANCE AS PER CORPORATE GOVERNANCE GUIDELINE OF BSEC

### Compliance as per Corporate Governance Guidelines

Corporate Governance is a significant tool to establish accountability and responsibility and is a set of code which should be followed throughout each part of an enterprise. Corporate Governance also incorporates the relationships among all the existing stakeholders and the objectives for which the organization is governed. There is no substitute for effective Corporate Governance for continuous and steady growth of an organization especially in banking industry. Bangladesh Securities and Exchange Commission has formulated a Corporate Governance Guidelines for all the enlisted companies of Stock Exchanges. EXIM Bank, being a publicly listed company, is strictly committed to establishment and adherence to norms and regulations of prevailing Corporate Governance Guidelines.

### Board of Directors

The Board of EXIM Bank is consisted of 11 Directors including Independent Directors. Board members are of high stature with academic and professional competencies. In line with the directives of the regulatory authorities, the Board oversees the corporate affairs, policy statements, implementation of rules and regulations, fixation of business goals and approaches etc. The Board of Directors held 18(eighteen) meetings in 2020 and 20 (twenty) meetings in 2019. The committees of the Board are Executive Committee, Audit Committee, Risk Management Committee and Nomination and Remuneration Committee (NRC).

### Executive Committee

The Executive Committee is comprised of 06 members as per guidelines of Bangladesh Bank. The Executive Committee takes decision on those issues as instructed by the board of Directors which are not specifically assigned on full board through the Bank Company Act 1991, and other

laws and regulations. The committee is entitled to take all the necessary decision regarding the issues within the power attributed by the board of directors. The Committee ensures that implementation of policies, approval of investments and other business proposals are as per policy guideline of the board as well as the regulator. The Committee held 01 meeting in 2020 and 03 meetings in 2019.

### Board Audit Committee

The Board Audit Committee consists of 05 members including Independent Directors. The Committee runs its activities according to its charter approved by the board on the basis of guidelines of the Bangladesh Bank. The Committee prepared a plan of routine audit and inspection of Branches and Divisions of head office and discussed/reviewed/evaluated and advised on audit and inspection report. The directors keep regular vigilance on the banking business through the Audit Committee in order to establish better internal control system.

The Committee held 08 meetings in 2020 and 09 meetings in 2019.

### Risk Management Committee

The Risk Management Committee consists of 05 members including independent directors. It has been formed as per recent amendment of Bank Company Act 1991. The newly formed committee carries out business on the basis of guidelines of Bangladesh Bank in order to managing and migrating risk as well. The Committee held 07 meetings in 2020 and 08 meetings in 2019.

### Nomination and Remuneration Committee (NRC)

The Nomination and Remuneration Committee (NRC) has been formed comprised of three Directors.

Figure 5 corporate governance team

### 2.3.2 “Board of directors “responsibilities and duties

The Board is in charge of handling and supervising the Bank's operations and affairs, as well as frequently examining and approving the Bank's general strategy, operations,



administration, and essential policies. The Board also establishes quality standards and identifies the Bank's basic elements.



Figure 6 Board of directors

2.3.3 Organizations (Exim bank's ) hierarchy:

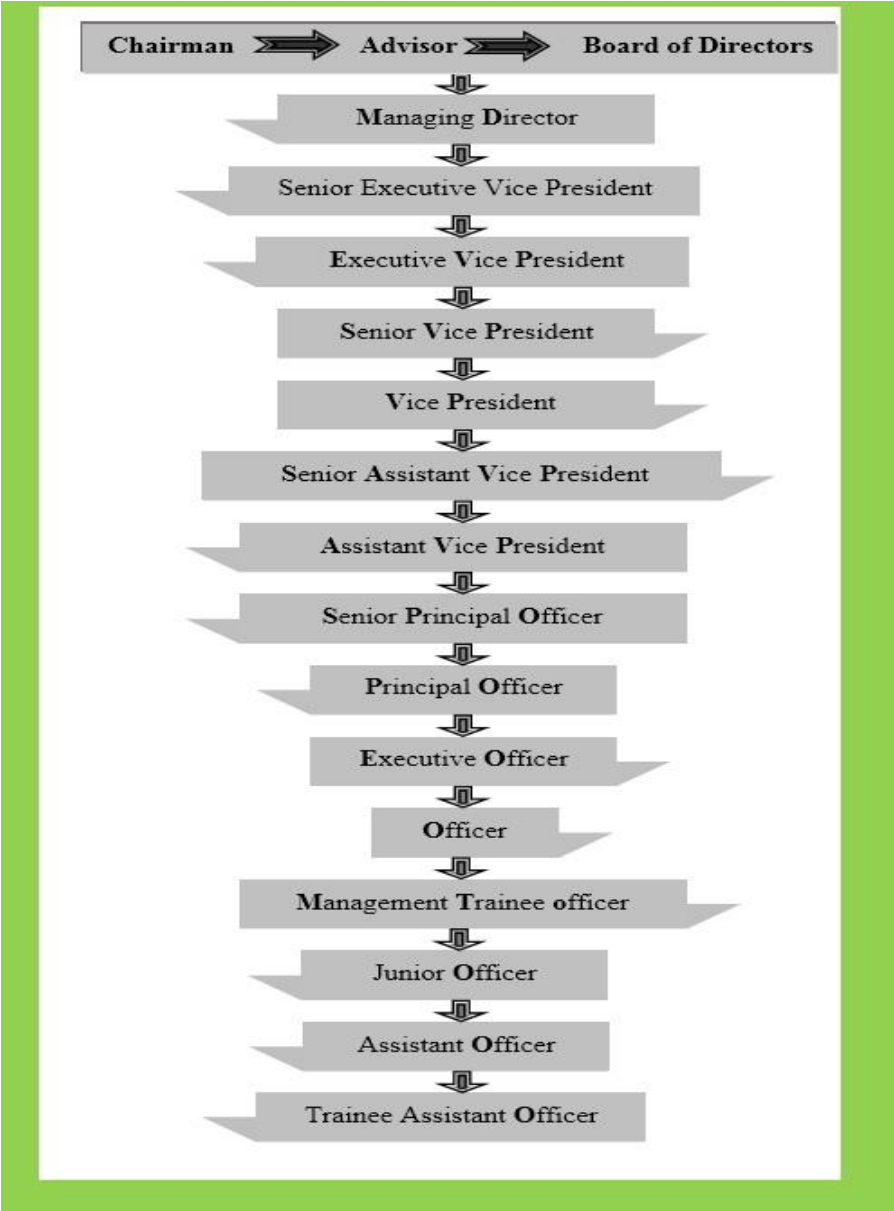


Figure 7 Exim banks hierarchy

Exim Bank ( Gulshan branch, head office hierarchy )

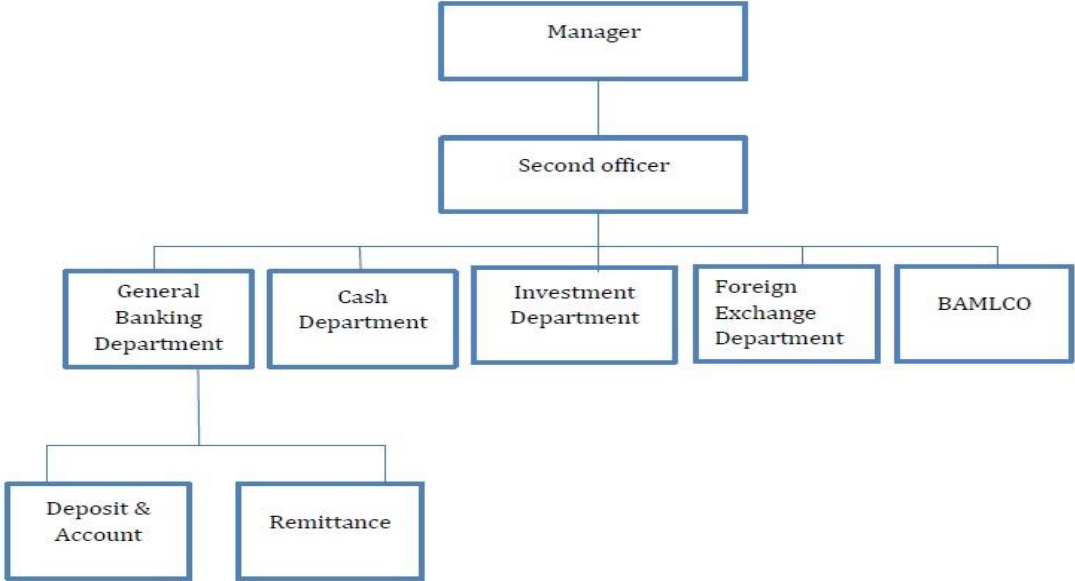


Figure 8 :Exim bank Gulshan branch hierarchy

2.3.4 Recruitment & Selection process:

Recruitment is sometimes known as "hiring," which refers to the total process of attracting, choosing, and appointing eligible applicants for employment inside an organization, whether permanent or temporary, unpaid positions such as volunteer roles or training programs. Exim bank limited encouraged candidates to apply through an online portal or bank official website. There are maybe several processes like after login into the online portal candidates will receive a

confirmation mail, then they need to fill up a form. After filling up the form candidates have to submit their resumes. once they submit the form, they cannot edit it.

There are two types of recruitment process usually Exim bank follows

- Internal recruitment
- External recruitment

**Internal recruitment:** The majority of situations at the Executive level Exim bank are providing internal recruiting. An employee can sit for his or her promotional test every three years. For example, during my internship experience, my supervisor was an executive officer who was upgraded to the senior executive officer after completing his examination, and it is internal recruitment by awarding promotions.

**External recruitment:** Exim bank, on the other hand, favors the external sources recruitment method for junior or entry-level officers such as an officer, probationary officer, or MTO/first executive officer. In that circumstance, there will be a large number of applications for specific positions. Following application screening, they are shortlisted and must take a written test. The applicants who pass the written test are then asked for a viva, and the best candidates are chosen from the viva.

Exim bank encourages applicants who extremely merit and offers them an attractive salary and a good working atmosphere.

## Recruitment and selection process of Exim bank



Figure 9 Recruitment & Selection process, ( Exim bank source annual report 2020)

### 2.3.5 organizational practice during recruitment and selection process:

- **Age:** In the case of an MTO or TO application, the applicant will be no older than 30 years old, and only in exceptional circumstances would it be higher if the candidate has relevant experience.
- **Computer knowledge:** Newly hired employees need to know the use of Microsoft word spreadsheet, word processing software, excel.
- **Health state:** No one shall be assigned to the Bank's service unless he or she is deemed physically fit by the bank's authorized medical authority.
- **Educational Qualification:** Candidates are not permitted to have a third division in any of the academic levels.

### 2.3.6 Compensation systems, rewards & benefits

Compensations Exim bank offers

- Financial
- Non-financial
- Educational
- Insurance facilities
- Housing loan
- Transport facilities
- Rewards
- Basic salary
- Vacation
- Incentives
- Medical facilities

**Reward:**

- Promotion: An employee can sit for a promotion exam after three years of joining.
- The employee of the year

**Bonus:**

- **Gratuity:** If a person retires or quits their job, they are given a gratuity fund as a bonus. It is only given to regular verified employees who have been with the company for at least 6 to 13 years.
- **Profit bonus:** Company gives employees bonuses based on their profit every year.
- **Provident fund:** All permanent verified workers are required to contribute 15% of their basic salary to the Exim bank's Employees' Provident Fund. When a member of this fund retires or resigns from service, he or she gets paid a sum determined by the fund's standards. A board of trustees is in charge of the fund's management, and investment.

### **Other benefits:**

- **Bonus for festivals:** Exim bank provides pohela boishak and Eid-ul-Fitr and Eid-UI -Azha bonus.
- **Medical facilities:** Exim Bank has added a comprehensive medical assistance program to cover the employee's and their dependent family members' medical expenditures.
- **Leave benefits:** After 11 months of employment, employees are eligible for leave benefits.
- **LTA (Leave Travel Allowance):** Employees can also use the LTA (Leave Go Allowance) provision to travel to any location in Bangladesh
- **Housing loan:** A variety of loans are available to meet housing needs or to acquire a two-wheeler/four-wheeler.
- **Educational loan:** Employees are also provided with an education plan for pursuing more education relating to their careers.
- **Maternity leaves:** Exim bank gives a 6-month paid maternity leave to their female employees.
- **Car loan scheme:** Senior executives are qualified for up to Tk.800,000 in loans.
- **Sick leave:** Employees can get 15 days of sick leave.
- **Weekly basis holiday:** Employees will get ( Friday and Saturday ) Weekly basis holiday.
- **Annual holiday:** Apart from government holidays, employees can get 10 days of holiday in a year.

### **2.3.7 Training & development:**

There is no other option for human resource development but training. Training is one of the most significant instruments for improving and preparing personnel for future problems. EXIM Bank places a great emphasis on offering training to workers in order to improve their skills and abilities in order for them to take on new challenges. Since its establishment in 2004, the EXIM Bank Training & Research Academy (EBTRA) has played a vital role in developing Human Resources' capacities to tackle the challenges of globalization while also carrying out daily business activities quickly. In terms of professionalism, competencies, and expertise, Exim bank wants its staff to be the finest in the industry. Foreign training may significantly contribute to the creation of a learning

environment by providing up-to-date knowledge on a variety of subjects. Exim bank ensures the quality of their trainer like a trainer has to be enthusiastic, have good knowledge, friendly, etc. There are two types of training methods:

- **Cognitive method:** This method focuses on theoretical training. Like verbal information, how to do something, brain training.
- **Behavioral method:** This method provides the students practical training like case study or role play so that they can understand the real-life work experience. This method helps the employees to skill development.

Year	No. of courses conducted (Training & Workshops)	No. of participants attended
2004	2	49
2005	10	246
2006	16	461
2007	19	642
2008	28	896
2009	25	1,033
2010	18	825
2011	22	932
2012	43	1,649
2013	46	1,982
2014	53	2,401

Figure 10 EBTRA'S activities from its launch in 2004 until the 31st of December 2014 are summarized here.



Figure 11 team members of (EBTRA)

### 2.3.8 Performance appraisal system:

Performance appraisal helps the organization to identify the employee's strengths and flaws.



- Using 360-degree performance review where feedback is collected from the co-supervisor, manager, and other colleagues. Feedback results are important for employee future growth
- To guarantee equity, that all employees are fairly compensated-EXIM Bank conducts annual performance appraisals of employees. They provide awards to the best performer and terminate or give punishment to the employees who break the rules.

## 2.4 Marketing Practices:

Exim bank designs its marketing plan in such a way that satisfies customers' needs. The products and services offered by this bank are extremely customer-focused. A marketing team is involved in product promotion to clients. Furthermore, the bank endorses a variety of events for marketing reasons. This activity heavily represents the organization's image. Furthermore, the bank's television and newspaper advertisements are regarded as key marketing strategies.

### 2.4.1 Marketing strategy:

I will be explaining the marketing plan of Exim bank by following 4p's here:

**Product & services:** The product and services of Exim bank are given below:

EXIM Bank Limited, Gulshan Branch provides Shariah-compliant Islamic banking services such as general banking, investment, foreign exchange.

#### **General banking services:**

Taking deposits is part of the general banking service. The various deposit accounts are as follows:

#### **Deposit Schemes:**

- Mudaraba monthly savings deposit scheme
- Mudaraba su- grehini monthly savings scheme
- Mudaraba Femina monthly savings scheme
- Mudaraba senior monthly savings scheme

- Mudaraba Monthly income deposit scheme
- Mudaraba su- grehini monthly benefit scheme
- Mudaraba Femina monthly benefit scheme
- Mudaraba senior monthly benefit scheme
- Mudaraba multiplus saving scheme
- Mudaraba super saving scheme
- Mudaraba hajj deposit scheme
- Mudaraba denmohor/ marraige deposit scheme
- Mudaraba millionaire deposit scheme
- Exim ruhama (Three years probable double benefit scheme)
- Exim ziyadah ( Five years probable triple benefit scheme)
- Exim krishi monthly deposit scheme
- Exim shwapno (mudaraba housing scheme)
- Exim shefa
- Exim probashi monthly benefit scheme
- Exim probashi monthly savings scheme

**Investment products :**

- Corporate finance
- Commercial finance
- Industrial finance
- Project finance
- Lease finance
- Mode of investment finance
- Murabaha
- Bai-Muajjal
- Quard
- Local Documentary Bill Purchased
- Foreign Documentary Bill Purchased

**Foreign Exchange products:**

- Non-Resident Foreign Currency Deposit Account (NFCD)
- Foreign Currency Deposit Account

**Other services provided by Exim bank:**

- Islamic Investment (Credit) Cards. It's the first Islamic electronic product offered by a Bangladeshi Islamic bank.
- Exim bank also provides card services of visa Islamic card, prepaid card, etc
- 24 hours ATM Bhoot services
- Sms banking
- Locker services where people can keep their important documents, gold pieces of jewelry, etc.
- Retail banking
- Corporate banking
- Agri banking
- SME banking
- Online banking services
- POS (Point of Sale)
- Call Center Services

**Pricing:** Exim bank follows competitive pricing in the marketing mix, Despite the fact that it is a commercial bank, it is heavily regulated by Bangladesh Bank. Exim bank understands its customers' mindsets on a local and global scale and tailors its value-based services accordingly. While adjusting a policy, it considers both current and future economic changes.

**Place:** Exim bank has 81 branches and 46 ATM booths around the country. It provides 24 hours ATM bhoots service all over Bangladesh for their customer. They also provide online banking services so that customers can transfer them at any time.

**Promotion:** Exim bank always promotes their business through corporate social banking like Exim bank has a hospital, Exim agriculture university, did so many foot over bridges. In addition, newspapers, billboards, magazine adverts, and sponsorships are employed for promotional

purposes. Through a number of CSR activities, Exim bank works for the improvement of society as a whole, notably customers, workers, shareholders, communities, and the environment.

### 2.4.2 Targeting and Positioning

Exim banks targeted mass people from the school level to the corporate level in our society. People from different classes are targeted by this bank and offer a variety of services. This bank offers student schemes, scholarships for students.

Exim bank maintains a higher standard of quality and services. So, in terms of positioning, they focus on three segments ( Bank that prioritizes service, Oriented toward the customer, centered on a specific location)

### 2.4.3 Marketing channels:

Marketing channels of Exim bank are given below:

1. Online banking / Mobile banking
  - Checking balance
  - Account balance transfer

#### 2. ATM

- Deposit
- Transfer
- Withdraw
- payments

#### 3. Branch

- Deposit
- Transfer

- Withdraw
- Payments
- Open account

#### 2.4.4 Branding strategy of Exim bank

The process of developing a distinctive identity that serves as the company's most valuable asset is referred to as branding strategy. When deciding on a brand strategy, aspects such as brand positioning, brand sponsorship, brand name selection, and brand development must all be considered. Each of the brands has a distinct strategy for outperforming its competition.

Exim bank has a branding team which is CABD. This team uses some branding tactics which are given below:

- CABD uses leaflets, signboards, advertisements on social media, newspapers, magazines for branding.
- As an essential part of branding, CABD took the first step to redesign the bank's ATM booths. They design the ATM booths in such a way that attracts customers and also ensures higher security so that customer can withdraw their money with proper safety. Installation of new equipment, on the other hand, maintenance and replacement of old signboards. This division has completed the signboard.
- This team also maintains a protocol service. CABD maintains a good relationship with Ministries, High Commissions and Embassies, and others in order to make future protocol service more convenient. As a result, the Board of Directors and the Bank's Management were able to obtain Visas and VIP treatment at airports.



*Figure 12 corporate affairs and branding division team (source annual report of Exim bank 2020)*

### 2.4.5 Advertising and promotion strategies

Marketing has lately found its way into the banking business but as an advertising and promotion notion rather than a marketing one. Marketing is now seen to involve more than simply commercials and friendliness. Advertising is used in the banking industry, If we look over the previous several years, we can observe that work has increased dramatically. There was a period when people believed that no bank engaged in marketing or advertising. But times have changed, and Now, the financial industry is doing really well in terms of advertising. To advertise, they adhere to the following strategies:


- Set advertising goals
- establish a platform
- choose an expenditure level
- create a media plan
- and, finally, measure the efficacy of advertising.

There are four components of promotional strategy. Direct marketing and interactive tools are examples of supplementary tools. Exim bank, on the other hand, employs exclusively direct marketing and sales promotion strategies. They use direct marketing techniques such as television commercials, print ads, direct mail, and consumer feedback. In the same manner, they undertake personal selling by providing knowledge and conveying the value of their brand to clients.

## 2.5 Financial Performance and Accounting Practices

### 2.5.1 Financial Performance analysis

Exim bank provides both regular and Islamic finance. The conventional banking branches of the bank will provide traditional loaning services, meanwhile, the Islamic banking branches will provide loaning services in accordance with the operating modes and procedures of the Islamic banking system (Islamic Shariah-compliant tactics). It is simple to determine how strong or weak a company is by undertaking financial research. The balance sheet has a link with loss and profit.



### FIVE YEARS FINANCIAL PERFORMANCE AT A GLANCE

Amount in million Taka

SL. NO.	PARTICULARS	2016	2017	2018	2019	2020
1	AUTHORIZED CAPITAL	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
2	PAID-UP CAPITAL	14,122.51	14,122.51	14,122.51	14,122.51	14,122.51
3	SHAREHOLDER'S EQUITY	26,467.75	27,650.37	28,216.19	29,187.94	30,591.52
4	TOTAL CAPITAL ( TIER I + TIER II)	29,661.70	34,854.08	35,126.59	40,843.93	42,921.28
5	STATUTORY RESERVE	7,846.41	8,885.46	9,720.95	10,705.99	11,760.07
6	TOTAL ASSETS	291,133.91	333,892.61	371,510.07	433,017.99	484,850.87
7	TOTAL LIABILITIES	264,666.16	306,242.24	343,293.77	403,830.04	454,259.25
8	TOTAL DEPOSITS	248,223.61	283,643.96	300,378.01	355,689.16	394,462.90
9	TOTAL INVESTMENT (GENERAL)	223,396.92	255,033.17	306,264.57	344,557.65	394,174.48
10	INVESTMENT (SHARES & SECURITIES)	16,473.51	21,605.36	24,024.14	42,602.06	39,394.90
11	TOTAL CONTINGENT LIABILITIES	70,600.46	90,707.04	86,773.10	88,906.00	82,546.59
12	TOTAL RISK WEIGHTED ASSETS	252,005.99	288,263.24	322,914.26	325,501.68	323,413.72
13	TOTAL FIXED ASSETS	5,671.54	5,575.57	5,488.29	5,650.43	5,546.33
14	TOTAL INCOME	25,957.45	26,850.02	31,670.67	37,427.28	36,506.19
15	TOTAL EXPENDITURE	20,008.21	20,893.01	24,748.51	30,512.65	30,150.50
16	PROFIT BEFORE PROVISION AND TAX	5,949.24	5,957.01	6,922.16	6,914.63	6,355.69
17	PROFIT BEFORE TAX	4,998.48	5,324.26	4,235.74	4,875.85	5,312.49
18	NET PROFIT AFTER PROVISION AND TAX	3,039.76	3,298.43	2,332.52	2,382.08	2,815.32
19	<b>FOREIGN EXCHANGE BUSINESS</b>	<b>305,465.70</b>	<b>339,701.20</b>	<b>366,533.40</b>	<b>377,910.70</b>	<b>344,428.99</b>
	A) IMPORT BUSINESS	153,930.50	179,040.30	189,530.40	200,801.50	177,825.26
	B) EXPORT BUSINESS	147,508.70	155,582.20	171,731.30	170,652.60	161,290.17
	C) REMITTANCE	4,026.50	5,078.70	5,271.70	6,456.60	5,313.56
20	NO. OF FOREIGN CORRESPONDENT	390	393	394	396	386
21	PROFIT EARNING ASSETS	230,465.98	266,667.66	317,890.61	372,671.35	418,621.61
22	NON PROFIT EARNING ASSETS	60,667.93	67,224.95	53,619.46	60,346.64	66,229.26
23	INVESTMENT AS A % OF TOTAL DEPOSIT	90.00%	89.91%	- 93.78%	-89.55%	-91.14%
24	CAPITAL ADEQUACY RATIO	11.77%	12.09%	10.88%	12.55%	13.27%
25	<b>DIVIDEND</b>	<b>15.00%</b>	<b>12.50%</b>	<b>10.00%</b>	<b>10.00%</b>	<b>10.00%</b>
						<b>(PROPOSED)</b>
	CASH BONUS	15.00%	12.50%	10.00%	10.00%	7.50%
		-	-	-	-	2.50%
26	RIGHTS SHARE	-	-	-	-	-
27	NET ASSET VALUE PER SHARE	18.74	19.58	19.98	20.67	21.66
28	EARNING PER SHARE (EPS)	2.15	2.34	1.65	1.69	1.99
29	PRICE EARNING RATIO (TIMES)	5.44	7.36	7.15	5.98	5.93
30	RETURN ON EQUITY (ROE) AFTER TAX	11.78%	12.19%	8.35%	8.30%	9.42%
31	RETURN ON ASSETS (ROA) AFTER TAX	1.09%	1.06%	0.66%	0.59%	0.61%
32	NET OPERATING CASH FLOW PER SHARE (NOCFPS)	(3.42)	4.02	(4.37)	11.37	3.52
33	NO. OF SHAREHOLDERS	96,036	80,675	74,154	68,657	61,848
34	NUMBER OF EMPLOYEES	2747	2,794	2,969	2,962	2,917
35	NUMBER OF BRANCHES	113	118	123	130	131

\* AS PER REGULATORY ADJUSTMENTS.

Figure 13 Five years financial performance of Exim bank ( source annual report 2020)

### 2.5.1.1 Return on assets ( ROA)

ROA is a metric that determines how profitable a company's total assets are.

Formula: Return on Assets (ROA) = (Net income/ Average total assets) × 100

Year	2016	2017	2018	2019	2020
Return on assets (ROA) after tax )	1.09%	1.06%	0.66%	0.59%	0.61%

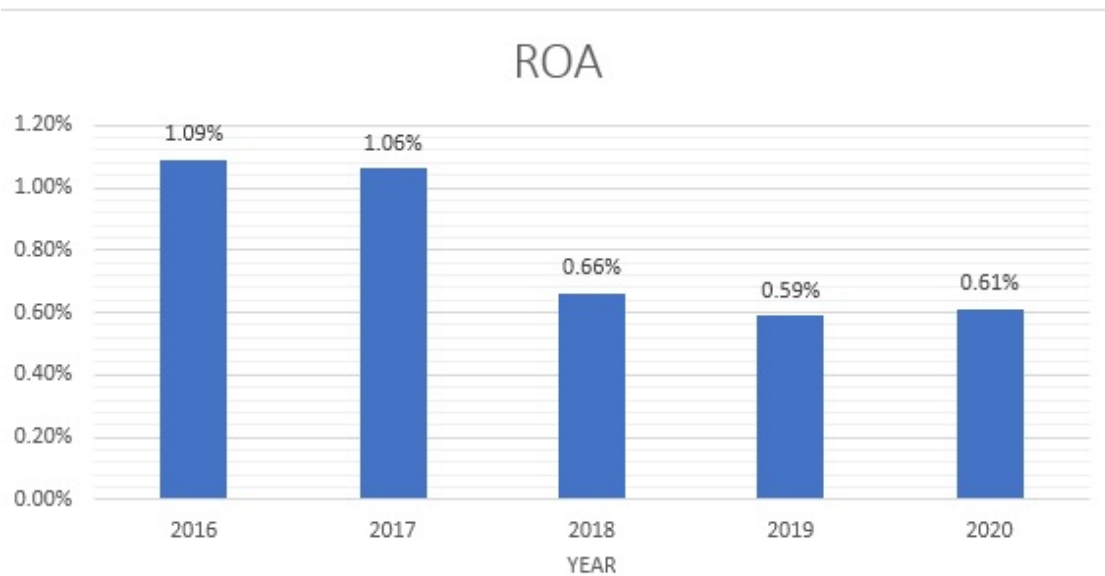


Figure 14 Return on assets



### 2.5.1.2 Return on Equity (ROE)

Return on equity (ROE) is calculated by dividing a company's net income by its shareholders' equity. A higher percentage suggests a better outcome for both stakeholders and the bank.

Formula:  $ROE = (\text{Net Income} \div \text{average stockholder's equity}) \times 100$

Year	2016	2017	2018	2019	2020
Return on Equity(ROE) after tax	11.78%	12.19%	8.35%	8.30%	9.42%

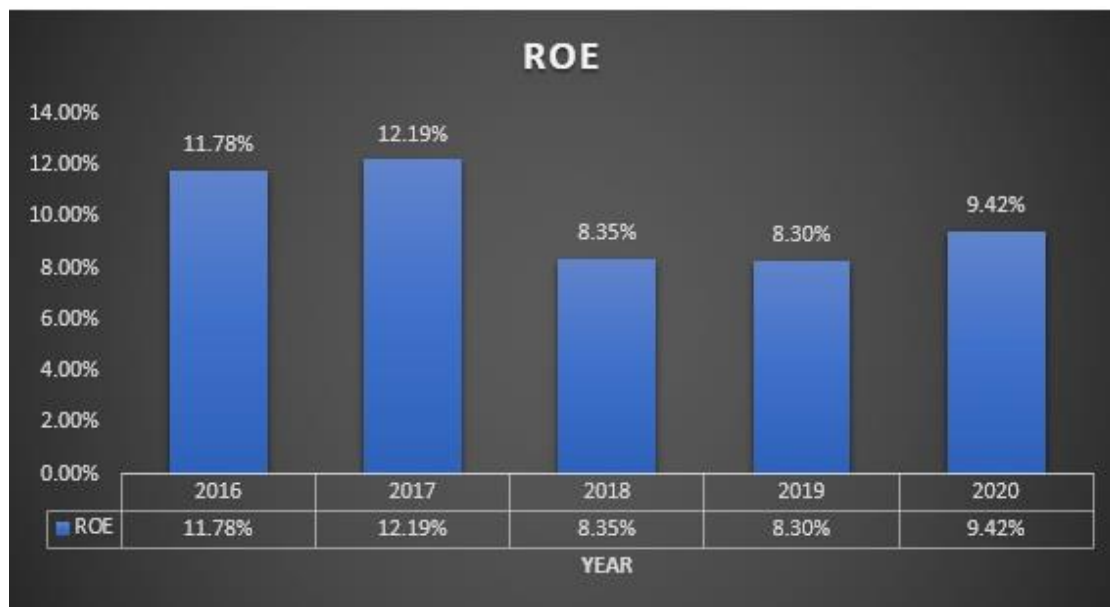


Figure 15 (ROE)

### 2.5.1.3 Net profit margin (NPM)

It is an important metric of operating performance since it reflects revenue profit. It also discloses a company's cost structure, pricing, and production efficiency.

Formula: Net Profit Margin = (Net Income ÷ Total Revenue) × 100

Year	2016	2017	2018	2019	2020
Net profit margin (NPM)	24.59%	22.80%	23.60%	23.02%	23.12%



Figure 16 Net profit margin (NPM)

#### 2.5.1.4 Current ratio analysis

The current ratio is a key liquidity figure that is frequently used to assess a company's financial health or a bank's ability to satisfy short-term obligations. Having this ratio is essential for a company's creditors, investors, and suppliers to make choices. While starting up a business, these stakeholders rely heavily on the present ratio.

Formula: Current Ratio = (Current Assets ÷ Current Liabilities)

year	Current ratio
2016	0.96
2017	0.89
2018	0.84
2019	1.15
2020	1.25

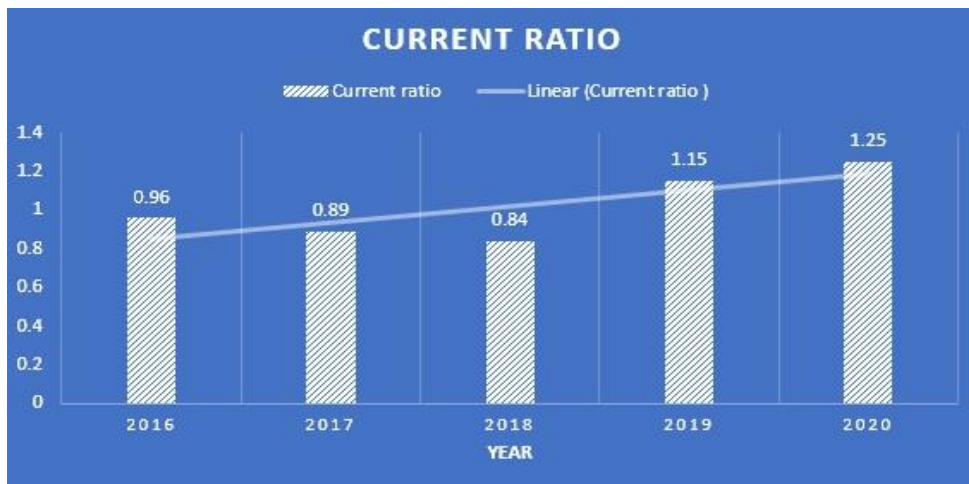


Figure 17 Current ratio analysis

#### 2.5.1.5 Earning per share

Earnings per share (EPS), also known as net income per share, is a market prospect ratio that calculates the amount of net income made per outstanding share of stock.

Formula:

$$\text{Earnings Per Share} = \frac{\text{Net Income - Preferred Dividends}}{\text{Weighted Average Common Shares Outstanding}}$$

Earnings Per Share

Year	2016	2017	2018	2019	2020
Earning per share (EPS)	2.15	2.34	1.65	1.69	1.99

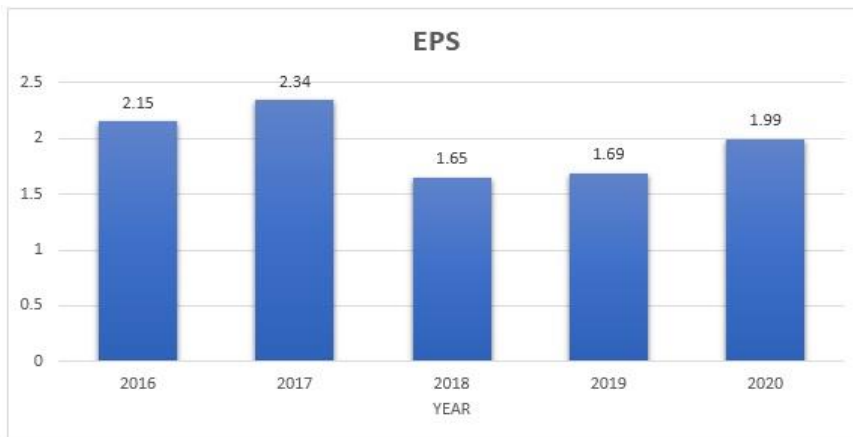


Figure 18 Earning per share

### 2.5.2 Accounting practices in Exim bank

- Ensures that financial statements are correctly prepared based on the accounting policies
- Each transaction must be accurately recorded and verified.
- Every month, a profit prediction report is created.
- Reports are generated on an annual and quarterly basis.
- provides foreign currency transactions report

- Prepares cash flow statement

## 2.6 Operations Management and Information System Practices

### 2.6.1 Operations Management

In general, operations management helps a bank in running more effectively. here, the procedure has been overseen through the company's board of directors and top management. This method consists mostly of a few policies that are fundamental to the bank's operations and delivering products to all job segments. This method will discover the bank's flaws and take corrective action to remedy them. An audit committee is responsible for the banking activity. Furthermore, upper management meets with auditors on a regular basis to analyze the benefit of the organization's operational management. Every year, the bank's top administrative group evaluates and reports to the board members on the bank's operating operations.

Exim Bank is working hard to improve its operating effectiveness in order to accomplish its goals and create a big profit. For the year 2020, the Bank met practically all of its declared objectives. The Bank's performance has continued to improve as a consequence of its deep commitment to boosting operational and financial performance while adhering to all regulatory commitments. In addition, the Bank's economic health was maintained by prudent security, liquidity, and capital management.

### 2.6.2 Information System Practices

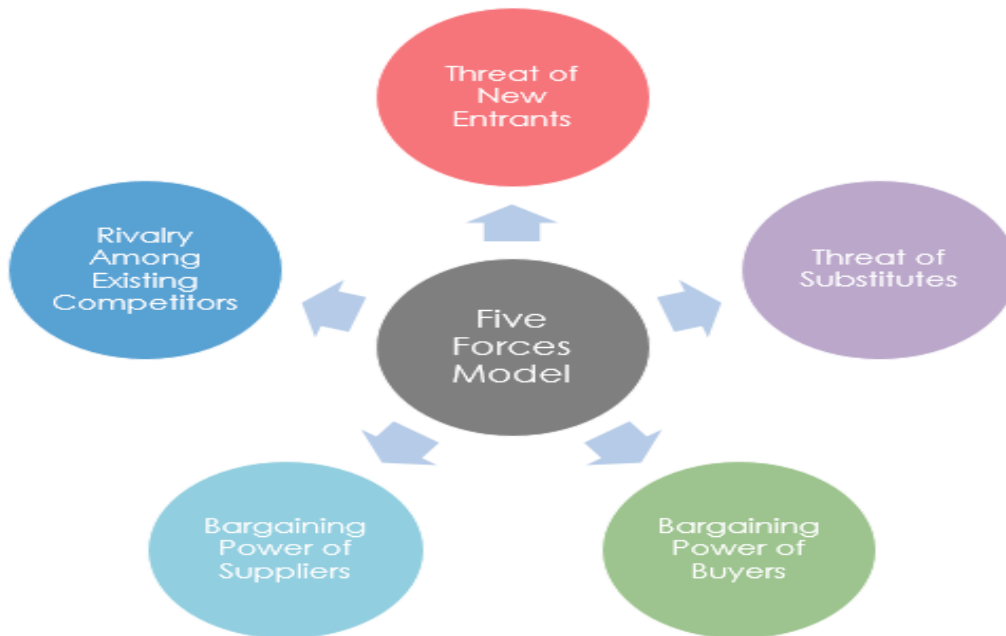
- Exim bank uses the worldwide prestigious CORE (Centralized Online Real-time Electronic) banking software Temenos T24. This software helps them to provide different kinds of services to their customers within the shortest possible time. They also use the SWIFT interface. With the help of SWIFT, interface bank can provide general banking, investment, and other services

- Across the country, Exim bank presently has 155 ATM booths. Their ATM services provide a range of functions such as 24/7 cash out, balance check, secure money transactions, and so on.
- EXIM Bank is just one of those banks that has introduced RTGS by developing its own software (middleware) rather than acquiring it. They have recently launched BACH-II infrastructure under the guidance of the Bangladesh Bank. Branches can now transfer payments via BEFTN on the same day. Branches can clear customers' foreign exchange cheques on the same day.
- Exim bank has an SMS banking service is powered by "SMS Banking System Software. Through these SMS services, customers can check their bank balance, can set reminders for any kind of financial transactions, etc. They have a network with EC ( election commission) so that they can access the NID( NATIONAL IDENTITY CARD) of customers. NID is one of the major document a customer need to open a bank account for that reason the bank needs to verify the NID number.

## 2.7 Industry and Competitive Analysis

### 2.7.1 Porter's Five Forces Analysis of Exim bank

The best evaluation that can be performed on any company is Porter's Five Forces study to ascertain the firm's market position.



1. **Threat of New Entrants:** Technological advancements have reduced the impediment in current modern banking procedures. With the advent of online banking, distribution channels are no longer restricted to mere connection. Moreover, by lowering costs and extending product lines via the use of technology, new banks will be able to compete successfully in the industry. Customers from all around the world may use this information to select the best interest rates or the best treatment. Another element that lowers the barrier to entry is low switching costs, such as money transfers from one bank to another. As a result, as a government-controlled bank, Exim Bank is unconcerned about the obstacles offered by entrants.
2. **Threat of substitutes:** Despite the fact that globalization has resulted in major mergers and acquisitions and In terms of the danger of alternatives, the banking sector is facing a rising number of acquisitions. It is mostly owing to the ability of contemporary technology to minimize distance, which has traditionally been a hurdle for international banks with no network of branches in local markets. However, there aren't many choices. The government seems to be unable to devise any creative savings programs

that will appeal to the general population, lessening the danger of banking system alternatives. As a consequence, Exim bank provides services comparable to those provided by other banks.

- 3. Bargaining power of buyers:** Customers' ability to negotiate is extremely limited because the state regulates the majority of the market. Every bank is required to observe all of the Bangladesh Bank's guidelines. Furthermore, switching fees for clients who wish to leave Exim Bank are low, and customers may readily receive banking services from other banks.
- 4. Bargaining power of suppliers:** As an outcome of technical developments, suppliers' negotiating power has strengthened. The growth of telebanking and internet banking has pushed suppliers. Suppliers can rapidly profit from knowing which bank has the greatest rate of interest and deposit their money there, whereas consumers hunt for loans based on the opposite criteria, the lowest interest rate. As a result, the sector's price sensitivity has risen, as has the number of replacements accessible to depositors.
- 5. Rivalry among existing competitors:** Foreign and domestic banks are directly competing with each other for the same set of consumer commercial banks are Exim banks direct rivals, since they compete for the same market share and customers. Furthermore, local banks have a lengthy history of trust with their customers, which offers them an edge. Local banks are fast to mimic, and because the financial system is so open, imitation is easy, increasing rivalry among competitors.



## 2.7.2 SWOT analysis of Exim bank

SWOT evaluation is necessary for every bank to identify companies' strengths, weaknesses, opportunities, and threats. Exim bank's SWOT analyses are below:



### Strength

- EXIM Bank Limited has indeed built a positive name in the country's banking market. This is one of Bangladesh's top private-sector commercial banks. The bank's income and deposits have already increased dramatically.
- EXIM Bank has a strong leadership and management position in its banking service. Mr. Md. Nazrul Islam Mazumder, Chairman of the Board of Directors, is a talented businessman.
- EXIM Bank Limited has already seen rapid expansion. The number of deposits, loans, and advances is likewise fast expanding.
- EXIM Bank has a dynamic company culture. The workplace environment is highly welcoming, dynamic, and casual, prior as well as the staff. This company culture serves as a model.

- EXIM Bank has a reputation for providing premium services and offers to its consumers. They have a business environment that serves as a strong motivator for employees.
- The Exim Bank is very famous for training. Their training helps employees to increase their skills.

### Weakness

- Exim banks human resource management department is very small considering a large number of employees
- These are critical components of HR practice in a business, however, they are not applied at EXIM Bank, implying that they are less educated about current market trends, which may result in the loss of prospective talent from their pool.
- EXIM Bank has to put greater emphasis on the promotional sector. They must implement an aggressive marketing strategy.
- In lower and certain mid-level positions, the bank failed to offer a solid quality-recruitment program. As a consequence, the bank's services appear to be Inactive in the current day.

### Opportunities

- EXIM Bank must extend its business portfolio in order to decrease business risk. The management team might explore launching commercial banking or diversifying from the leasing and insurance sectors.
- External salary surveys might be conducted to ensure that the pay they are offering is competitive.
- A considerable number of private banks have recently entered the market. To remain stable with this competitive industry EXIM Bank should extent its product line and offer

different kinds of services. Like they can offer credit card services to their prime customers.

- They may implement a specific corporate scheme for corporate customers or officers with a greater income level than the service holder. Simultaneously, they might offer a plan or a loan for diverse service holders. Furthermore, the system should be segmented by occupation, such as engineers, attorneys, and physicians.

#### Threats

- Competitors are one of the biggest threats
- As there are so many competitors, EXIM Bank must examine their HR plan and policies regularly in order to attract the finest people. Moreover, keep current employees from leaving.
- The poor pay package of employees from semi to lower-level positions puts at-risk employee motivation. As a result, high-quality personnel quit the business, negatively impacting the organization as a whole.
- As we all know that our country's political situation is not so stable. So, they should make rules carefully.

## 2.8 Summary and Conclusions:

The bank's role in structuring financial capital is critical to economic success. Exim also helps to enhance the country's economic status. For the past 23 years, Exim bank limited has operated successfully. They are doing many corporate social responsibilities like a foot over bridge, Exim agricultural university, hospital, social campaign, and so on. Exim employs a variety of strategies and launches new initiatives in order to keep up with the current industry trends and client demands by providing new goods and services. Furthermore, the quality of their services is excellent. Additionally, they maintain a good cultural environment and have a good contact system so that employees from top to bottom can communicate easily. Exim bank has a good position in a competitive market. It is one of the fastest-growing banks. Again, the bank's

management committee offers great client service. The bank's financial performance is very satisfactory.

## 2.9 Recommendations

Exim bank is one of the top private banks in Bangladesh and they are running their business beautifully. Then again there are some things I think they need to change. Those are given below:

- Exim bank should hire more people in their human resource management department as the HRM department is very small considering a large number of employees
- Exim bank should upgrade their IT system because sometimes their software works slowly.
- Customer care services should be more active so that they can respond to customers' problems quickly.
- They should arrange more promotional activities so that customers can aware of their new services.
- I would advise Exim bank to be more active in its marketing campaigns.

## Chapter 3: Project Part

### Human resource management activities on foreign exchange department of Exim bank

#### 3.1 Introduction

##### 3.1.1 Background

Exim Bank is a well-known financial organization that contributes to the nation's economy. Exim bank is thriving in the financial market. Exim Bank's human resource management approach is pretty good since success is unwelcome without effective HRM practice. It is impossible to survive in the same sector without practicing HRM. To produce a new competent, effective, and efficient workforce in a business, all HR standards must be followed. Only strong HRM can establish and maintain a strong position in this competitive industry. The foreign exchange section of EXIM bank is in charge of foreign currency transactions such as LC export, LC import, and international remittance. The jurisdiction maintains this. International banking deals in foreign currency for export, import, and remittance. EXIM Bank's foreign exchange section is critical since it deals with export, import, and overseas remittances. An International Department is a feather in the bank's cap. It facilitates international trade by providing a plethora of services. The foreign exchange brought importers and exporters together. It establishes a strong link between importer and exporter. This department's primary responsibility is dealing with foreign money, which is why it is called the foreign exchange division. The foreign currency division is critical to increasing earnings, which aids in economic growth and is also beneficial to the economy. On the other hand, this is useful for connecting bank services, which are in high demand and scarce in our nation. As this foreign exchange department is so important, that's why there should be experienced employees. Exim bank's HRM department plays a vital role in order to recruit efficient employees. The HRM activities in foreign exchange of Exim bank deals with HRM planning, recruitment, employee retention, compensation & benefits, vacation & leave, performance appraisal, and so on.

### 3.1.2 objective(s)

The primary goal of this study is to learn about EXIM Bank's Human Resources Management activities in the foreign exchange department.

**The following are specific goals:**

- To learn about the bank's Human Resources Planning methods.
- To know about recruiting and selection process for foreign exchange department employees.
- Identifying the training and development approaches that are used for foreign exchange department employees.
- To know about compensation & salary for foreign exchange department employees.

### 3.1.3 Significance

This study will provide a clear picture of HRM activities on the foreign exchange department of Exim bank Gulshan branch. Also, there will be a few recommendations and suggestions which will also hold the significance of the study.

## 3.2 Methodology

This report is based on a survey, observational research, content analysis, interviews, conversations, practical job experience, and taking notes while observing and seeing activities.

In addition, I prepared it using both primary and secondary data.

*Primary data sources:*

- Face to face conversation with customers and supervisor
- Practical job experience

- Official records of Exim bank

*Secondary data sources:*

- Annual reports of Exim bank 2020
- Internet
- Official website of Exim bank

### 3.3 Findings and analysis

Human resource management activities on foreign exchange department of Exim bank deals with major four things which are given below:

- Recruitment and selection process
- Orientation of new employees
- Compensation and benefits
- Training and development

Now, I'll go over the findings and analysis of that four in detail.

#### 3.3.1 Recruitment process



## **Recruitment process**

Exim bank always looks for young, enthusiastic, talented people for their foreign exchange department. Firstly, the HRM department identifies the vacancy inside the foreign exchange department and the established job role, then the organization needs to go through the recruiting process in order to attract the best individuals for the job.

The very first stage in the recruiting process is to establish the criteria by which candidates will be selected. These should be derived from the job description for the role and should be measured in the organization's selection process.

The HRM department of Exim bank produces a job advertisement that includes the following information:

### **Role information**

- A job title
- A comprehensive picture of a certain work position
- High-level overall duties
- If there is a demand for a work location and travel requirements
- Details of reporting agreements
- Requirements for individuals' work experience, educational credentials, general capabilities, and personal characteristics
- The job position includes both a salary and benefits.

The HRM department of Exim bank also provides the application process that how candidates can apply for the job.

**Application process:** Exim bank has its own website. Applicants can apply through this website where there will be a form and candidates need to fill up this form and at the end of the form, they need to attach their resume. There will be also mentioned about an application deadline. On the official Exim bank websites, there is an emergency contact number if any candidates face any problems during the application process, candidates can contact them.



Normally, these organization follow external recruitment. Internal recruitment is very minimum and it follows only for entry level position of organization. EXIM bank also has some limitations in their recruitment policy. Any applicant is not allowed more than 30 years. There are some special cases where 30 plus can apply with some required experience. This is for higher position of organization. Candidates are not allowed to apply with any 3rd division in any of the academic stage. Following grades for educational qualifications: 1st division 3 CGPA 2nd division 2.25 CGPA points in the of education name SSC, HSC, Honors / Graduate Masters. Candidates should within 30 years for any position of foreign exchange department. Educational qualification should have master degree with minimum 10 points is required for apply to any positions of foreign exchange department. These candidates must have to know about some computer knowledge like; ms word, excel etc. Any candidate will not be appointed with physical or mental disability in the service of Bank. Candidate should declare physically fit for the job and this is done by at Exim bank medical authority of the EXIM bank.

### 3.3.2 Selection process:



In the selection process HRM department of Exim bank ensures that the most suited candidate is hired by the company. In the initial stage in the selection process, the HRM department analyzes all of the information submitted by all job candidates in order to decide whether applicants meet the minimal standards for the specific job ad. Job candidates who meet or surpass the minimal job criteria are then evaluated to determine who will be short-listed for a job interview. And the most typical method of selection for all roles comprises an interview

followed by a reference check. After making a conditional offer, other selection approaches such as a criminal background check and a driver's record check may be used.

After reviewing all applications, Exim bank selects people who meet the basic qualifications. The organization invites individuals to take a written test. Because the questions are produced by IBA, this exam is fairly standard. This question is made up of several parts such as problem solving, analytical skills, communication skills, and so on. Applicants' scores assist in determining candidate performance, based on which candidates are invited for an interview by a selected panel of the organization's board of directors and HR group. The approach results in the selection of final candidates. And every information provided by the candidate will be authentically verified. Final applicants must be evaluated by a medical team to determine whether they are physically and psychologically ready for the job. Everything is double-checked before making the offer. This transmits pay and working hours. This communicates to applicants of interest the pay, time of joining, and conditions. When a candidate accepts a job offer, a written contract is signed to formalize the agreement between the firm and the employee. This contract secures the job for candidates.

### 3.3.3 Orientation of new employees

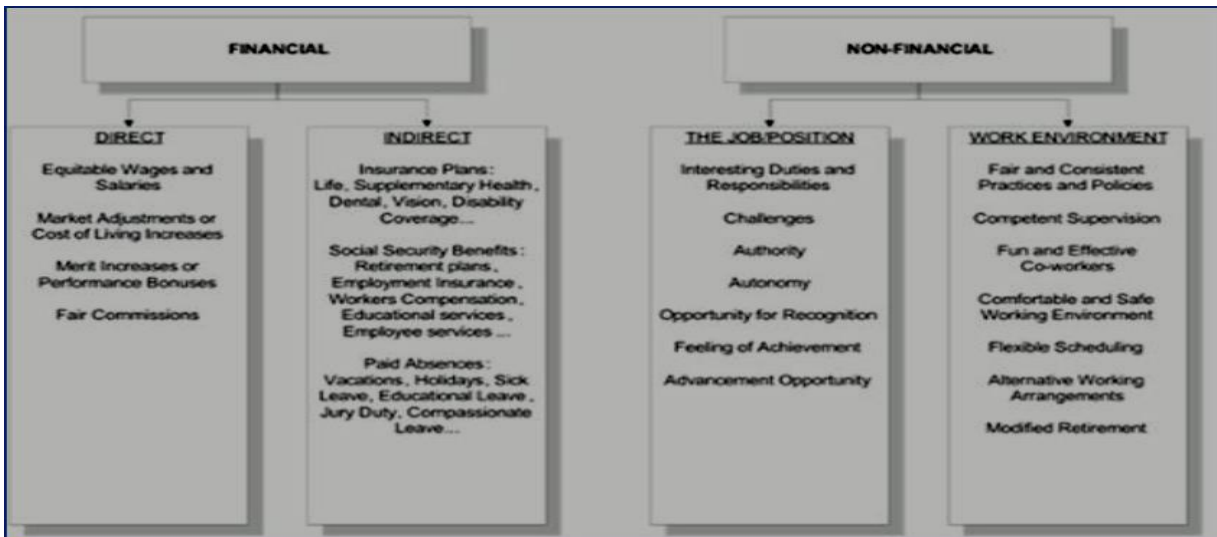
Orientation is a program for new workers at a company. This is an important factor for both the corporation and the personnel. By giving orientation, new workers may learn about the organization's basic background knowledge and rules, allowing them to do their tasks satisfactorily in a short amount of time. During orientation, employees may quickly and readily get primary-level information. The earliest stages of the orientation are normally performed by the organization's HR professional, who establishes and discusses such components as working hours and vacations. The staff is later presented to their new boss. The paper continues the orientation program by describing the specific nature of the job, introducing them to their new

colleagues, familiarizing the new workers with the workplace where they will spend the majority of the day, and ideally reducing new employees' first-day apprehension.

They organize the total orientation very formally for new employees. The bank calls all freshers by invitation cards or a formal mail. They invite them who are finally selected for the job in a certain place. Then they formally inform them about their responsibilities, and about their top management and also their bank's profile which makes the new employees feel comfortable and settle in the job quickly and of course very easily. Exim bank always try to feel comfortable employees because employees are all above in the organization to achieve its goal.

### 3.3.4 Compensation and Benefits

Compensation is like a reward that works like a magic for employees. Exim bank HRM provides two types of compensation for foreign exchange employees



- **Direct financial compensation:** Comprises additional money received in the form of wages, salaries, bonuses, and commissions that are distributed to employees on a regular and consistent basis. This is referred to as direct cash remuneration.
- **Indirect financial compensation:** It encompasses all financial rewards that are not directly compensated and are believed to be part of the contract between the business

and the employee, such as benefits, leaves, retirement plans, education, employee services, tours, and so on.

- ***Nonfinancial compensation:*** It includes subjects such as professional growth and advancement chances, opportunities for recognition, and work environment and circumstances.

#### **Other benefits:**

- **Equity:** HRM department ensures that the organization treats the employees of the foreign exchange department equally. The organization should pay salaries properly and reward them at the same time motivate them.
- **Gratuity:** If a person retires or quits their job, they are given a gratuity fund as a bonus. It is only given to regular verified employees who have been with the company for at least 6 to 13 years.
- **Profit bonus:** Company gives employees bonuses based on their profit every year.
- **Provident fund:** All permanent verified workers of the foreign exchange departments are required to contribute 15% of their basic salary to the Exim bank's Employees' Provident Fund. When a member of this fund retires or resigns from service, he or she gets paid a sum determined by the fund's standards. A board of trustees is in charge of the fund's management, and investment.
- **Bonus for festivals:** Exim bank provides pohela boishak and Eid-ul-Fitr and Eid-Ul - Azha bonus, dura puja bonus.
- **Medical facilities:** Exim Bank has added a comprehensive medical assistance program to cover the employee's and their dependent family members' medical expenditures.
- **Leave benefits:** After 11 months of employment, employees are eligible for leave benefits.
- **house:** A variety of loans are available to meet housing needs or to acquire a two-wheeler/four-wheeler.
- **Educational loan:** Employees are also provided with an education plan for pursuing more education relating to their careers.

- **Maternity leaves:** Exim bank gives a 6-month paid maternity leave to their female employees.
- **Car loan scheme:** Senior executives are qualified for up to Tk.800,000 in loans.
- **Sick leave:** Employees can get 15 days of sick leave.
- **Weekly basis holiday:** Employees will get ( Friday and Saturday ) Weekly basis holiday.
- **Annual holiday:** Apart from government holidays, employees can get 10 days of holiday in a year.

Salary & allowances	
Basic salary	1,455,509,581
Allowances	1,056,690,077
Provident fund	129,275,372
Bonus and ex-gratia	582,445,419
Compensation	1,013,063
Casual employee benefit	10,000,000
	<b>3,234,933,512</b>

Figure 19: Exim bank spends this huge amount on salary & allowances. source(annual report 2020)

### 3.3.5 Training and development:

Training and development is a component of human resource management that focuses on improving overall organizational performance. Individuals must go through training and development sessions in order to achieve organizational goals. It is an important stage at which personnel is polished. They provide the desired outcome for the organization. The foreign exchange section of EXIM bank is in charge of foreign currency operations such as LC export,

LC import, and overseas remittance. This department employees need to be more expert and skilled. That's why HRM of this bank arranges different kinds of training for the employees.

EXIM Bank places a great emphasis on offering training to workers in order to improve their skills and abilities in order for them to take on new challenges. Since its establishment in 2004, the EXIM Bank Training & Research Academy (EBTRA) has played a vital role in developing Human Resources' capacities to tackle the challenges of globalization while also carrying out daily business activities quickly. In terms of professionalism, competencies, and expertise, Exim bank wants its staff to be the finest in the industry. Foreign training may significantly contribute to the creation of a learning environment by providing up-to-date knowledge on a variety of subjects. Exim bank ensures the quality of their trainer like a trainer has to be enthusiastic, have good knowledge, friendly, etc.

There are some different kinds of training that HRM providers for the employees of foreign exchange department employees

1. Technology-based learning: As banking is now based on computers this kind of training is so effective.
2. On-the-job training: On-the-job training focuses on the actual skills required for the profession. This training strategy is implemented immediately for new recruits.
3. Coaching: It is a pre-planned and pre-determined program between professional managers and new/ unskilled/ inexperienced personnel of the firm. The function of the coach is to provide guidance, create a scope of GK for their work sector, and collect feedback from workers. Coaching is a method of improving employees in a short period of time.
4. Instructor-led training: It is the most traditional method of training. There will be an instructor who gives a lecture or provide slides.

There are some other trainings that Exim bank provides which is Roleplaying, Films, and videos, Case studies

■ **Motto of EXIM Bank Training & Research Academy (EBTRA):**

The motto of EBTRA is "Transforming of Human Resources into Human Capital". As such, Training for the entrants and workshops, seminars and symposiums for the experienced officials on various topics in each year is arranged. In this connection, an Academic Calendar is prepared in each year. Topics of Training and workshops varies from year to year, depending on the banking requirement and needs. In order to give knowledge to the entrants – Induction / orientation programs are arranged upon consultation with the senior management as well as Head of Human Resources Division. Foundation Training Course for each entrant is a must.

**Training:**

Training is a learning experience and seeks a relatively permanent change in an individual that will improve the ability to perform on the job. We typically say training can involve the changing of skills, knowledge, attitude and behavior. It may mean changing what employees know, how they work, their attitudes toward their work, or their interaction with their co-workers or supervisors. Training means to train people to perform in the desired direction. Training is an organized activity aimed at imparting information or instructions to improve the recipients (entrants) or to help them attaining a required level of knowledge, skill. Training increases knowledge, develops skill and changes the attitude of the trainees / employees. The activities of the Academy covers mainly the topics, like: Advanced investment management, Advanced International Trade Payment & Finance, Accounting for Bankers, Legal aspects of securities and documentation, Techniques of managing bank's branches, Foundation courses and others.

**Workshop:**

Workshop help participants to handson experience, to discover share experiences to achieve together. Workshop encourages the learning, thinking and creativity. Workshops mainly covers the areas: Green Banking, CTR & STR system, IRG for Investment, General Banking operation, Investment Classification, Provisioning system & re-scheduling, Leadership in banks, SME, ALM, Behavior & Work Environment, Corporate governance, Cash management, CRM, Executive development programs, CL-CIB, SBS 1, 2 & 3, Ethics in Banking, Etiquette & Manner in banks, E-learning, E-commerce, E-banking, HRM & others.

**Assessment of Training needs:**

Assessment of training, requirement and needs are very much important for achievement organizational goals. Judicious and proper assessment of training needs and imparting the employees in those areas might bring enormous result for the organization. In order to accomplish training needs; assessment, suggestion of Relationship Managers of all branches; Divisional Heads at Head Office and senior management are being taken into consideration to prepare Academic Calendar in each year.

**SELECTION OF SPEAKERS:**

Priority is given to utilize the in-house speakers those are in the list of pool while conducting training / workshops as per Academic Calendar. External Speakers is invited while arranging training / workshops related to new topics those are being introduced in banking operations by the Central bank or any other regulatory bodies', where ratio of internal and external speakers is around 80:20.

**SELECTION OF PARTICIPANTS:**

All entrants compulsorily are coming under the purview of Foundation Training Courses. Selection procedure for experienced officials at the time of arranging training / workshops at EBTRA or other Training Centers within the country or abroad are being selected by the Human Resources Division with the consultation of the concerned authority of Head Office. Those secured 1st, 2nd & 3rd position at in-house training as well as better result in academic career are getting priority in selection for abroad.

*Figure 20 : Moto of EBTRA*

Year	No. of courses conducted (Training & Workshops)	No. of participants attended
2004	2	49
2005	10	246
2006	16	461
2007	19	642
2008	28	896
2009	25	1,033
2010	18	825
2011	22	932
2012	43	1,649
2013	46	1,982
2014	53	2,401

Figure 21: Figure 10: EBTRA's activities from its launch in 2004 until the 31st of December 2014 are summarized here.



## Export Import Bank of Bangladesh Limited Human Resources Accounting

**Human Resource Accounting** is a process of measuring the cost incurred by organization to recruit, select, train, and develop human asset. It is presently unaccounted for in the conventional accounting practice. Human Resource Accounting assists personnel management in the valuation of personnel in their knowledge, ability and motivation in the same organization as well as from organization to organization.

### Per employee productivity analysis:

Number of Employee as on 31 December 2020	2910
Total operating income for the year 2020 (Taka in Million)	36,425.78
Operating profit for the year 2020 (Taka in Million)	6,313.61



Figure 22 :Cost incurred by the organization to recruit, select, train, develop. (Source annual report of Exim bank 2020)

### 3.4 Summary and Conclusion

Exim bank's foreign exchange operations play a vital role to build up the bank's growth. So, it is very important to satisfy employees' needs and provide them with the necessary training. Exim bank's HRM department handles all the policies so smoothly. Although devoted and loyal workers are the most important element in becoming a preferred employer, it is no surprise that Exim bank's HRM department confront significant obstacles in establishing energetic and engaged workforces. However, there is a large body of research that shows that improved employee dedication and trust in leadership may have a favorable influence on the company's bottom line. In reality, Exim Bank's ultimate potential can only be reached when the productivity levels of all employees and teams are completely aligned, dedicated, and engaged to effectively execute the organization's goals.

### 3.5 Recommendation/ Implications

- The HR department has just 15 people, which is quite low and insufficient in contrast to the total number of employees in the firm. As a consequence, they may enlarge their HR department and manage every person. The HR department's task will be made easier by the growth. Everything will go as planned. People's work will be more efficient and effective as a result.
- Goals will not be met until a strategic strategy is in place. They can use HR forecasting to determine if there is a lack of employees or an overabundance of labor. A strategic strategy will aid in closing the gap.
- The most significant item in today's business environment is a salary survey. This survey should be conducted once a year or every two years. Organizations should be aware that their wage structure is adequate in relation to others. This survey will assist them in developing an effective framework for each function.
- EXIM Bank hires exclusively Bangladeshi nationals: they can hire employees from different nations to make the organization multicultural, which will promote diversity and add untapped potential.
- Employee environment survey. This survey will be useful in determining employees' perspectives and perceptions of their jobs. This survey will simply reveal employee

happiness and displeasure. Employers can understand what is necessary for a pleasant and smooth working environment. As a consequence, the working atmosphere will be better. Employees will be pleased to know that their opinion is valued.

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