

Report On
“Training and Development Process of Grameen Bank”

By

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

BRAC Business School

BRAC University

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Declaration

It is hereby declared that,

1. The internship report I submitted was created while I finished my degree at BRAC University.
2. The report does not contain any previously published or written by someone else material, except where properly cited by complete and precise referencing.
3. I have given credit to all major sources of assistance.

Student's Full Name & Signature

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Letter of Transmittal

9th August 2023

Md. Mizanur Rahman

Assistant Professor

BRAC Business School

BRAC University

Subject: Submission of the internship report on “GRAMEEN BANK”

Assalamualaikum Sir,

With all due respect, let me say that it is a wonderful joy for me to present the internship report for the BUS699 course at the Grameen Bank Head Office, Mirpur-2, Dhaka-1212. After completing my internship, Grameen Bank provided me with information and real-world experience. During my internship, I was paired with the Global Internship Program student team, which was under the direction of the principal officer of Grameen Bank in a local branch. Over the past few months, I have made every effort to compile all the data related to the subject of this study. Additionally, I do my best to make this report readable and instructive so that everyone will understand how banking activities, particularly microfinancing, genuinely function.

I sincerely believe that this report demonstrates my abilities to prepare an internship report and satisfies your approval and standards. If you need any clarity, I would be happy to explain.

Regards,

Sayed Robiul Alam Chowdhury

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Acknowledgment

I would want to thank my supervisor, Md. Mizanur Rahman, Assistant Professor, BRAC Business School, for his unwavering support and comfort, as well as with my parent. This study and the temporary job program as a whole were developed with his assistance, guidance, and advice. I must acknowledge a lot of people, without whose guidance, assistance, and important comments it would not have been possible to come to a decision.

It is a gift from Allah. My knowledge and the practical knowledge I acquired are summarized in my internship report. It is crucial for the MBA program. My family, friends, and well-wishers are all appreciated.

I also appreciate the administration employees at the head office of Grameen Bank Bangladesh for their cooperation. I'm also grateful to all of my MBA classmates at BRAC University for their collaborative efforts and general assistance.

Executive Summary

Grameen Bank makes a significant contribution to lowering poverty in our nation. They generally offer unsecured financing to landless and asset-poor borrowers. By providing poor individuals with collateral-free loans, they inspire people to engage in productive enterprises including farming, raising livestock, running a grocery store, and operating a handicraft company. This temporary role demonstrates how the planning and progress method works as the basis for the delegate's development to Grameen Bank concerning positive learning, capacity, and mentality workers inciting higher ground in financial things and institutions in Bangladesh. The fundamental stage, movement brain, and post sort out of Grameen Bank's governing body. The preparation of Grameen Bank's methodologies is extraordinary, and planning summative and formative evaluations is important. "Agents receive a half-year (4 months) of practical training while also having the opportunity to observe skilled and seasoned employees from various departments of Grameen Bank. This approach aims to help the student "esteem the underappreciated ability of the despondent" as well as discover more effective methods to handle situations that arise in the Grameen branch.

The Grameen Bank operates under brand-new, unconventional ideas that differ from those of traditional banks. To orient and acclimate the bank personnel to the modern Social banking system, training is a necessity. The Grameen Bank Training Institute is carrying out all of the training following the requirements of the company to meet this need. The training academy built up a substantial library of its own, containing a treasure trove of priceless literature in all categories. In Dhaka, Grameen Bank operates its training facility. The training institute schedules all types of foundational, refresher, in-service, and upper-management training. For those who practice microcredit at home, this institute also provides training. There are incredibly knowledgeable teaching team members who have a lot of field experience with Grameen Bank

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CHAPTER 01

Overview of Internship

Chapter 1

1.1 Internship Information

Period: 12th February to 11th May.

Company Name: Grameen Bank

Department: International Program Department

Address: Grameen Bank Bhaban, Mirpur 2, Dhaka 1216.

Company's Supervisor Information:

Name: Golam Morshed Mohammed.

Position: DGM & Faculty Chief.

Department: International Program Department, Grameen Bank.

1.2 My Assignment and Contribution to the Organization

I started my Internship 12th of February 2023 at the Grameen Bank headquarters' International Program Department. Throughout the internship period, 5 honorable sirs took the classes. They were from different backgrounds so I was able to gather knowledge from various sections. Teaching about how they operate and their activities was the goal of the meetings and discussions. We were unable to participate in the practical activities of the Grameen Bank, but my supervisor's friendliness allowed me to properly understand what they were doing. I decided to work on the issue of Grameen Bank's Training and Development Process. I also presented the various types of loans offered by the Grameen Bank.

1.3 Lessons Learned from the Internship Experience

I had the chance to learn about the workplace, get a ton of new communication skills, the process for Grameen Bank loans, and the data gathering for these through an intern. The loan process at Grameen Bank and every aspect of this subject are the focus of my work here. The following are things I learned during my internship. I also learned how to deal with people who had no idea about the banking system. I learned how Grameen Bank reached the deepest rural areas of Bangladesh.

Communication Skill: I interact with my senior, my supervisor, my group members, and numerous unidentified individuals there. I now know how to interact with various types of individuals. We went on a field trip to Narsingdi, where I got the opportunity to talk with the borrowers of Grameen Bank.

Banking practical knowledge: I have a practical understanding of banking operations. An independent bank is Grameen Bank. They operate differently than conventional banks. However, the fundamental idea remains the same: lend money to debtors and then demand interest-bearing periodic payments. I have seen them in action.

Organizational skill: Understanding the operations and procedures of an organization This is where I learned it. I gained a useful understanding of organizational hierarchy, structure, and how to coordinate departments with one another.

1.4 Interactions with Supervisor and Co-workers

It becomes more interesting if the senior, immediate boss or supervisor is a nice coworker. I spoke with my senior, my team, and other people when I was an intern. Everyone was very cordial. In particular, my boss, Mr. Golam Morshed Mohammad(DGM) sir, was an amiable and engaging person. After the second month, he was moved to a different department, and Mr. Moniruzzaman sir became my new boss. He is also a very polite and well-behaved individual. Mr. Mizanur Rahman sir took some classes and he is a very friendly and helpful person. They were a pleasure to deal with. I talk openly with them about any issues I encounter. Sir gave me a lot of assistance in finishing the intern report. They provided their 30 years of work experience and in the finish, I also learned some helpful advice from them. They also asked me about my plan. that I shared with him and he told me if any help needs to be from him. I am delighted to work with them. My supervisor consistently treated me warmly and softly using his patience. My fellow interns were also very helpful and kind. The whole interaction with the intern was extremely effective.

1.5 Differences between Expectations and Experience

My expectations and experience were very different. I expected that since my major is HRM that all of my work would be based on that. I also anticipate having to complete my full share of corporate duties. But when I began working there as an intern, I discovered that they first teach their work. How they give loans, how they do it, what the terms are, etc. I first met the heads of many departments through various lectures and meetings. They mostly provided information about their job and assisted us in understanding it. Then I began my loan-related work. Their loan application process differs from regular banking. I believed that my banking

would be similar to that of others. They primarily provided loans to those in need without requiring security from borrowers, in contrast to traditional banks. Their repayment of loans policy differs from others in some ways. Creditors were required to make weekly payments. Meanwhile, creditors must make a yearly payback to traditional banks.

They instructed me to present a presentation to demonstrate what I had learned. I spoke about the microcredit system at the Grameen Bank. Even though my expectations and the reality were different, the intern helped me understand how to do my job. Rather than working, there was more learning.

1.6 How this internship influenced my career plan

The internship is similar to a dress rehearsal for the corporate world. It has had a significant impact on my career strategy. I did not have any actual knowledge of reality; I had only formed a plan for the future. Through my internship, I encounter reality and some challenges I saw. It will support my career development in the future. Many people make many nonsensical comments about the financial industry despite lacking sufficient expertise. Here, I saw practical knowledge and discovered a lot of fascinating stuff. I was particularly drawn to those who work in the financial industry because of the manner they do their jobs. They need to be extremely responsible in their employment as they handle other people's money. I've realized that if I begin my career here, I'll need to be more responsible, which will assist me to grow as a person and as a team. If given the chance, I want to begin a career in FMCG. I now have a useful understanding of the corporate culture. As a result, it will give me certain advantages as I begin my profession. My boss teaches me specifics about banking operations. My knowledge from the internship program, what I saw there, and how I think will all be valuable contributions to my new career.

CHAPTER 02

Organization Part

Chapter 2

2.1 Introduction

Professor Muhammad Yunus of Jobra Village from Chittagong University in Ctg launched the Grameen Bank in 1972. When he began, it was a research project. With the assistance of the national bank & another commercial bank, Tangail was informed about the project in 1979. It was the beginning of Grameen Bank's success story. It was designated as a distinct bank in 1983 because its loan-giving and operational procedures differ from those of traditional banking. (Khandker,1996) No security is required to obtain funding from Grameen Bank. The destitute and homeless who desire to improve their lot in life are their main target market. The bank had lent more than \$4.7 billion by the start of 2005, and by the end of 2008, it had disbursed \$7.6 billion. His age "is more than the legal limit for the position," according to the Bangladeshi government, which in 2018 forced him to return. Different types of microcredit loans are available from Grameen Bank depending on their goals. Housing loans, education loans, home loans, loans for combatants, and other loans are also available. All loans will be thoroughly discussed throughout the conversation. Poor's Bank is another name for Grameen Bank. By taking out a loan from Grameen Bank, many people have improved their lives. When the traditional banking system requests a guarantee from them in exchange for a loan, Grameen Bank steps in to lend a helping hand. They assist them by providing appropriate support and lending money without offering any guarantees.

2.2 History of the Microfinance Sector in Bangladesh

In the 1970s, Bangladesh's microfinance industry was formed. Back then, the primary objective of this sector was to combat poverty by offering micro-loans for ventures like commerce, rearing chickens and cattle, and other things. At the time, the loans were mostly supported by the

Government of Bangladesh and certain bilateral donors. However, there are four distinct stages to the growth of the microfinance sector in Bangladesh. As follows:

- 1) Action-research phase (1970's)
- 2) Micro-credit development phase (1980's)
- 3) Expansion phase (1990's)
- 4) Competition & formalization phase (2000)

Bangladesh was in terrible shape immediately following the 1971 battle for independence. Some NGOs came up to address the difficult situation as the new administration was having significant difficulties dealing with the severity of destitution. Those were led by the new generation of young activists who dedicated their lives to rebuilding war-torn Bangladesh.

At that time, the main concerns of NGOs were relief and rehabilitation. They aimed to improve health, literacy programs, agricultural projects, and food-relief programs with a focus on community development. Microcredit did receive some attention at the time.

However, it would be more accurate to date the introduction of microcredit in Bangladesh to the 1970s. In the same time frame, a Chittagong University research team launched the "Jobra experiment," a microcredit program. Prof. Yunus was in charge of the group. Due to this scheme, Bangladesh at the time began to lend money for the very first time to impoverished village households. The Grameen experiment was ultimately quite successful after several setbacks and corrections, and its success paved the way for the 1983 launch of Grameen Bank. ASA, BRAC, Proshika, and Grameen Bank are the top institutions in this nation.

2.3 Overview Of Grameen Bank

Muhammad Yunus, who was born on June 28, 1940, in Bathua, Hathazari, Chittagong—the commercial hub of what was known as then Eastern Bengal—is credited with founding Grameen Bank. His father afterward became a successful goldsmith who constantly urged his children to seek out the best education possible. His mother Sufia Khatun, who never stopped helping any needy person or family that knocked on their door, became his most notable legacy. His imagination for the eradication of poverty was roused by this. He spent his high school years primarily in the city. His family relocated to the city in 1947, and his father opened a jewelry store. (About Grameen Bank, 2023)

Muhammad Yunus became inspired during the Bangladesh famine of 1974 to provide a piece of US \$27 to a group of 42 families as a starter coin so they could make products available for purchase without the tons of excessive effort required for ruthless crediting. Yunus predicted that making these innovations more widely available would inspire businesses and lessen Bangladesh's extreme poverty.

Dr. Muhammad Yunus, who founded the bank, updated the tenets of the GB based on his evaluation and experience. To test his approach to providing credit and banking institutions to the poor, he created a microcredit program at the University of Chittagong. This was done concurrently with the rural project. The city of Jobra and many urban areas close to the University of Chittagong entered the governing zones approved for the board from GB in 1976. In 1979, the Tangail District was connected to the Bank thanks to important assistance from Bangladesh Bank. The bank kept growing, and its entities had an impact on various parts of Bangladesh.

After some time, the advocates of the statute have left. Provider organizations used to demonstrate the standard of a little capital at lower samples in the early years. The central bank of Bangladesh began providing the bank with a significantly larger portion of its financing by the middle of the 1990s. Grameen has been using bond deals as a source of record, and much more recently. The securities are financed because they are guaranteed by a method for the state of Bangladesh, although they are made available via a sample money-related association. The Grameen Bank Act, passed by the Bangladeshi government in 2013, changes the Grameen Bank's prescript of 1983 and favors the administering body in formulating operating procedures for any aspect of the budgetary alliance.

Some Notable Features of the Bank are as Follows

□ Headquarters	Dhaka, Bangladesh
□ Branch	2,568 branches (January 2018)
□ Key people	Babul Saha, Acting managing director
□ Products	Microfinance
□ Revenue	12.436 billion (US\$150 million){2010}
□ Operating income	8.514 billion (US\$100 million){(2010)}
□ Net income	75.73 crore (US\$9.0 million) {2010}
□ Total assets	125.4 billion (US\$1.5 billion) {2010}
□ Number of employees	20,138

Goals of Grameen Bank

- ❖ To improve people's lives by empowering those who are underprivileged and unheard in society, especially women.
- ❖ To provide financial assistance to those who are ineligible for loans from conventional banking.
- ❖ To offer organizational help to people who desire to use their credit and money more wisely.
- ❖ To liberate individuals from interest-bearing lenders.
- ❖ To assist them in saving money and using it as additional capital.
- ❖ To boost the economy by lowering poverty and unemployment.

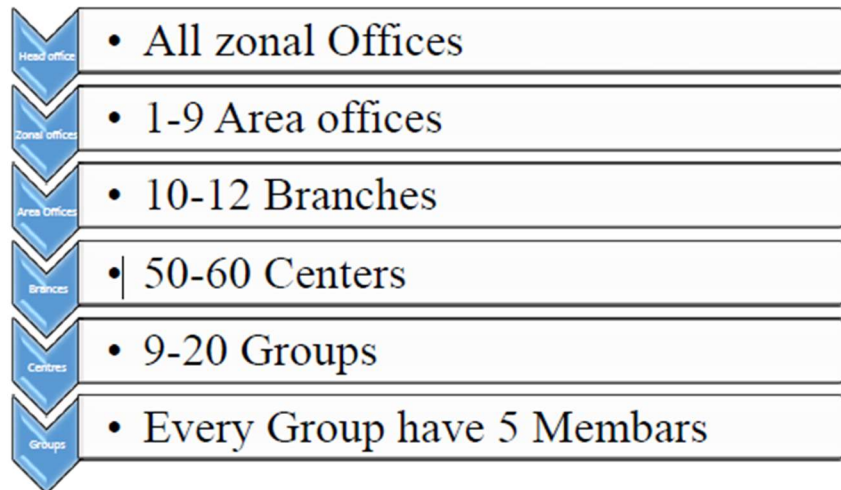
The mission of Grameen Bank

The goal of Grameen Bank aims to offer the impoverished comprehensive financial assistance while challenging the underprivileged to recognize their inherent potential and end their sad complacency.

The vision of Grameen Bank

The goal of Grameen Bank is to completely eradicate poverty and carelessness from the nation. According to Dr. Yunus, "Grameen" is a program for placing squalor and despair in a historical hub so that someday our children would go there and wonder how we could have allowed such a reprehensible thing to continue for so long."

Organization employee structure



Grameen Bank Board of Directors:

There are 13 people on the board of directors of the Grameen Bank:

9 individuals work for the bank.

The Managing Director of the Grameen Bank is a former official member of the Board of Directors and is chosen by the Ministry of Finance of the Government of Bangladesh.

The nine individuals chosen from the Board of Directors are distributed according to race. Each Zonal Representative also has a position on the Board of Directors; they are chosen by the Center Head of each Branch, the branch-level Representatives of each Area, the Area Representatives of all Electoral Zone, and the Zonal Representatives of each Branch.

The governing body of Directors has meetings in the Head Office on several occasions throughout the year.

Products and Services Offered by Grameen Bank

However, according to Grameen Bank, it differs from traditional lenders in that it provides money to persons who have been unlucky and are frequently not perceived as having strong financial status. Additionally, a person, their family, and the community could overcome hunger through entrepreneurship and become self-reliant, effective workers when they enter the workforce. Additionally, Grameen Bank promotes being the financial hub for women and humanity. Here are some basic details regarding the products and conditions that Grameen Bank offers.

Grameen Products

Basic Loan

- 10,000–15,000 takas for each new loan
- Offered for each deed that brings in cash
- Increasing interest rates of 20% are applied.
- If installments are finished on time, each week's portion equals 10%.
- A Micro Enterprise Loan of up to 300,000 Takas may be received after three years of participation.

Flexible Loan

- Flexible to basic is a concession made when you're under suspension for nonpayment.
- Never take out another loan before the prior one is repaid.

Housing Loan

- When the base payment has been timely repaid for thirty years.
- 8% interest rate with a forecast of a decrease.
- Higher Education Loan
- Dependents of insured
- Beyond the 12th-grade lenders
- An interest rate of 5%;
- The social goal of earning money
- Loans with no interest up to 5,000 taka

Saving Products

- Compared to other financial institutions has higher interest rates, the statement
- Members who are both borrowers and non-borrowers provide savings services.

Personal Savings

- Everyone is always invited to make deposits and withdrawals.
- 8.5% interest rate
- Everyone who borrows has money (with a weekly minimum input of between ten and twenty Takas)

Grameen Pension Scheme

- Employees or Borrower/Monthly Deposit
- 5-year agreement with 8% interest.
- The 10-year plan for a duration of (at 9% interest)
- Less than one year (no interest);
- Combined interests (it appeared that the financial institution was losing money on this transaction)

Fixed Deposit

- Anyone can deposit
- 1-year scheme with a 7.25% interest)
- 2-year scheme with a 7.50% interest)
- 3-year scheme with a 7.75% interest)

Double in 7 year

- Anyone can deposit
- Interest rate 10.4%or double in 7 years

- **Monthly Profit Scheme**

- Open for both all kinds of member
- Fixed
- Minimum deposits will be TK 20000.

CHAPTER 03

Project Part

Chapter 3

3.1 Introduction

Modern banks are crucial in fostering a nation's economic prosperity. Banks supply the required capital for carrying out the numerous programs involved in economic expansion. They gather savings from vast groups of people dispersed around the nation that, without the existence of banks, would have remained unproductive and ideal. These sporadic amounts are gathered, combined, and made available to industry and trade for fulfilling the needs. This analysis relies on the Grameen Bank's total banking infrastructure. Bangladesh is a nation in development. Compared to developed countries, Bangladeshi citizens have an inferior level of living. The majority of people in our nation rely on agriculture as their primary source of income. Bangladesh's recipient of the Nobel Peace Prize is Grameen Bank. This bank makes a significant contribution to lowering poverty in our nation. They generally offer unsecured financing to landless and asset-poor borrowers. This business significantly boosts our GDP growth. By providing poor individuals with collateral-free loans, they inspire people to engage in productive enterprises including farming, raising livestock, running a grocery store, and operating a handicraft company. Every student should participate in an internship program, especially at a reputable company. Through this program, students are practically introduced to corporate culture. I had been an intern at the Grameen Bank headquarters for three months. This paper was created using my actual and theoretical knowledge of Grameen Bank's worldwide banking systems from my internship program.

3.2 Objective(s)

The investigation's specific objectives are as follows:

- Find out the actions of the training and development program of Grameen Bank.
- To find out the method of training and development process of Grameen Bank.
- To find out how Grameen Bank conducts training needs analysis within their company.
- To identify the training institutes and training schedules of Grameen Bank.
- To find out some problems regarding training and development practices.

3.3 Methodology

Methodology refers to the procedures, issues, and data gathering. The report was primarily constructed using primary data. The majority of the information was gathered through in-person interviews. The sources are:

Primary Source of Data:

- To speak to the Grameen Bank administration and the international departments, officials, and employees.
- **List of questions asked to the officials, and employees regarding the training and development program of Grameen Bank:**
 1. What is the current scenario of Grameen Bank's Training and Development Program?
 2. What are the general activities of Human Resource Management?
 3. What is the Importance of employee training and development at Grameen Bank?
 4. What types of training program Grameen Bank offers?
 5. How does the training program deal with mid-level or higher management?
 6. What are the Training methods of Grameen Bank?
 7. Does Training Institute hire external expertise for the training and development program?

Secondary Source of Data

- Grameen Bank Annual Report
- Websites.

Limitations of the Study

- Three months are not long enough to learn everything about a bank, this study does not cover all Grameen Bank products.
- Since I was performing the entire study by myself for the very first time, lack of expertise was one of the factors that made the study's findings limited.

Analysis Part

Findings Related to the first question.

3.4 Nature of Grameen Basic Training Program

The Grameen Bank operates under brand-new, unconventional ideas that differ from those of traditional banks. To orient and acclimate the bank personnel to the modern Social banking system, training is a necessity. The Grameen Bank Training Institute is carrying out all of the training following the requirements of the company to meet this need. The training academy built up a substantial library of its own, containing a treasure trove of priceless literature in all categories. In Dhaka, Grameen Bank operates its training facility. The training institute schedules all types of foundational, refresher, in-service, and upper-management training. For those who practice microcredit at home, this institute also provides training. There are incredibly knowledgeable teaching team members who have a lot of field experience with Grameen Bank. The session is also taught by a few resource people from the upper level of management. It is a complete training facility. The Institute offers a wide range of amenities, including student housing, a canteen, a library, a mosque, a medical unit, a hall room, an auditorium, and multimedia equipment. Currently, thousands of employees are trained at The Grameen Bank Training Institute in Dhaka.

Findings Related to the second question.

3.5 Human Resource Management of Grameen Bank

The management of the bank's human resources is internal. There are 27000 workers employed throughout Bangladesh. There is no human resource department at the Grameen Bank. However, Grameen Bank has established several departments to ensure proper management of the large workforce. similar to the administrative department, training department, establishment department, and secretariat of the Grameen Bank. The aforementioned divisions oversee the whole human resources component of the Grameen Bank. There are management policies for each department. The board of directors of Grameen Bank authorized every policy.

The Grameen Bank HR Department adheres to the following policy.

1. Common policy.
2. Recruitment Policy.
3. Training Policy.
4. Posting Policy.
5. Gender Policy.
6. Service Rule Policy.
7. Financial Benefit Policy.
8. Leave Facilities Policy.
9. Promotion Policy.
10. Retirement Policy.

Findings Related to the third question.

3.6 The Importance of Employee Training and Development at Grameen Bank

In their workplaces, the majority of employees have a few deficiencies. A preparation program enables to strengthen of the majority of abilities that each agent needs to advance. All employees advance to the next level through an improvement program, giving them the same capacity and knowledge.

- Keep up with developments in the sector
- Keep in touch with any fresh ideas for the organization's progress.
- Be prepared to spot gaps in capacity and deficiencies.
- Primary information and ability
- Give people motivation to learn
- Improve delegation abilities

Findings Related to the fourth question.

3.7 Objectives of the different types of training are given below-

Foundation Training (for officers & non-officers).

In-service Training.

Refreshers Training.

Higher Management Training (Program Officer/ Area Manager).

Higher Management Training (Zonal Audit Officer).

❖ ***Foundation Training (for officers & non-officers).***

This training is for non-officers and officers.

Duration: (a) 6 months of training directly supervised by the institute.

- The participants must spend three days at the training facility after reporting. There are briefing classes, orientation classes, discipline classes, and classes for assigning homework.
- Trainee must remain in the branch office for two months. He makes an effort to comprehend the Grameen philosophy and observes routine branch activity. He must speak with employees, managers, and debtors to ascertain the answer to the institute's inquiry. By doing this, he would gain experience.
- Go back to the training facility and stay for a week. He turns in all of his homework.
- Classes on certain themes and experience-sharing will be offered, and after the week, an exam must be taken.
- Faculty members are required to create a grade list.
- Completion of the week marks the beginning of a new village or branch for a further two months.
- The branch should choose another specialty and assign work accordingly.

(b) 6 months of training on specific responsibilities. Supervised by Zonal Management.

- When the foundation became complicated, the training center forwarded them to the administration department for final placement at the branch.
- Admin Dept. placing employees at the Zonal Office following the requirements of the Zoan. According to his policies, the zonal manager chooses the branch.
- The trainee shall report to the branch office, where he will be known as the "Trainee Center Manager."
- This time frame is six months.
- He will be supervised by a Branch Manager, who will evaluate his or her performance at the end of the assignment and recommend him or her for the Zonal Manager.
- The Zonal Manager schedules an exam for the trainee center manager every six months.
- All trainee center managers are required to take the exam.

In-service Training

All officers are required to attend in-service training while on duty. Everyone should attend this course at the end of each promotion. This course was set up by the training institute.

Refreshers Training

This training is scheduled periodically. This course is being arranged based on demand from the field management training center. A few officers are chosen by the zonal manager and sent to this training. The training often follows a specific issue, troubleshooting, tactics for solving, motivation, and skill development curriculum.

Grameen International Dialogue Program

To enable extensions within the Grameen model across the world, Grameen Bank & Grameen Trust typically prepare 2-3 Global Dialog Programs annually. The Dialog should provide a thorough introduction to the Grameen environment, assist in the creation of credit programs inspired by Grameen, and provide a taste of what it's like to use and be used in the Grameen Bank strategy.

Members of the exchanges are typically capable replicators, the founders, or, in certain cases, the head executives of institutions who can make decisions regarding Grameen replication for the benefit of their associations in their particular circumstances.

The International Dialog Project is a seven-day event that features people arriving and departing, country visits, cement microcredit bundles based on the Grameen model in Bangladesh, and intercultural understanding-building. Additionally, uncommon dialogs are occasionally written for members of governmental and non-governmental groups in unique nations. Additionally, apprentices and analysts are welcome to participate as observers of the Dialog Session for a little fee.

Findings Related to the fifth question.

3.8 Higher Management Training

Training and development program for Mid-level and Higher-level management is very important for Grameen Bank. Mid-level management includes area management. The leader of this office is the area manager. The chief overseer is in charge of the field operation. A supporting officer to this management is a program officer. There are between ten to twelve branches that the area manager is in charge of. He is accountable for certain tasks. Because of this, higher management training is required when a branch manager or program officer transitions to an area manager position.

Findings Related to the sixth question.

3.9 Training method of Grameen Bank

➤ On-the-job training

- Sitting by Nellie: All of the trainees are seated together in the classroom.
- Coaching: -6 days/3 days internship in the training facility for coaching.
- Mentoring: Throughout the training period, a coordinator served as a mentor.
- Job rotation: high employment rate for employees of GB.

- In-house training: For in-home instruction, a book is provided.
- Job Enlargement: They teach us everything about jobs.
- Job enrichment.

➤ **Off-the-job training**

- Computer-based training: The branch offers computer-based training.
- Video: A video presentation about Grameen Bank training is available.
- Open/distance education
- Workshop: Workshop on the branch's deposit and investment division
- Case studies: They assign us the task of depositing money with Grameen Bank.
- Outdoor Training: Employees must visit several centers of the branch around the country.

Steps and Process of Grameen Bank Training

➤ **Need Assessment.**

➤ **Structuring, developing & conducting the training.**

Assessment: A need appraisal is a process used to identify gaps between what is needed for execution and what is already present. Effectively preparing to need assessments Needs evaluation methods include, for instance

Observation: A system of observations during training that can be assessed, enhanced, and that collects data independently for organizational and individual assessments. Additionally, observations allow for the identification and promotion of good practice examples, which helps to increase training standards for all trainees continually.

Focus gathering: This is about concentrating on the organization's ongoing training and development.

Individual meeting: This is to discuss internship training at a meeting with the training coordinator and instructor.

Observation overview: Programs are offered by the company for the entire training and development section.

Developing the Training

Training Evaluation evaluating preparation, which refers to evaluating the basic part of hierarchical every movement estimation precisely. preparing and improving the procedure of preparing the last advance assessment. An increasingly effective method of preparation and improvement is assessment.

- Determining the prepared.
- Determining the preparation period's length.
- Identifying the appropriate preparation methods.
- Choosing and preparing teachers.
- The definition of evaluation standards.
- Integration with various association programs
- Plans need to have the unambiguous backing of senior management.

Findings Related to the seventh question.

3.10 Grameen Bank runs its training institute with its expertise.

As the banking system of Grameen Bank is different from other banks so their training and development program is different from others. As a result, Grameen Bank training institute does not hire any expertise for the training and development program. They think that their banking system is quite different and their strategy might vary from the other thoughts. So they do not use other trainers or experts who are not associated with Grameen Bank activity.

4 Findings

Some research findings revealed that is more recent. I have to share a few comments regarding GB training and the growth of Grameen Bank. after gathering and researching information about Grameen Bank. Below are those listed.

- As a specialized bank working in rural areas, its activities are hardly influenced by the modern banking system.
- The training program is operated centrally.
- The GB authority does give every learner little access to computers and additional technical use.
- The training methods of Grameen Bank is very unique compared to other banks.
- The Grameen Bank has sufficient training budgets to provide trainees.
- The Grameen Bank does not use other trainers or experts who are not associated with Grameen Bank activity.
- It has been noted that each program's allotted training time is shortened than its substance.

5 Conclusion

In Bangladesh, banks are very aggressive. The success of one bank hinges on improved coordination between the agents and the consumers. With the aid of proper training and advancement, agents become relentlessly capable and can contribute appropriately within the association in each task. This leads to the development of highly organized dealers inside banks who can work wonderfully for the customer and might achieve trustworthiness for the relationship. Good preparation can ensure that the delegates to the association have the upper hand. Therefore, now is a good moment for the Bangladeshi finance sections' readiness divisions to begin developing doable preparation and improvement packages for the delegates to carry out effective human resource management.

In particular, Grameen Bank is imprisoned for lack of benefits, lack of sports in creating financial institutions, lack of a legal management structure for relating small-scale credit associations, lack of legislative feature work, and lack of determined clarity. Government makes ongoing efforts to utterly control and eliminate those problems. Since Bangladesh is a significant producer, training is typically essential and substantial equipment for talent agents and to create unpaid employment.

6 Recommendations

- To improve the training, Grameen Bank should offer the required tools, computers, and other technical assistance.
- When planning or organizing the training session, the authority should take the break time into account.
- The length of Grameen Bank's training program needs to be increased.
- Grameen Bank needs to evaluate the teaching strategies to ensure that they can't be used on every trainee and in every session.
- Should launch more training institutes in the zonal area as thousands of employees are working in Grameen Bank.
- The Grameen Bank should use other trainers or experts who are not associated with Grameen Bank activity.
- Training programs should be developed from time to time based on the need.

7 References

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Acceptance Letter

Date: February 16, 2023,

Shanzida Shahab Uddin
Manager
Office of Career Services & Alumni Relations (OCSAR)
BRAC University

Dear Shanzida Shahab Uddin,
Greetings from Grameen Bank!

We have received your letter regarding your plan to send your student **Sayed Robiul Alam Chowdhury, ID-21364064** for doing an internship at Grameen Bank. Thank you for your Letter. We would like to inform you that we receive students at Grameen Bank for unpaid internship. As requested your student is most welcome to do an unpaid internship at Grameen Bank from 12/02/2023 to 11/05/2023.

We welcome the interns to perform their studies according to their needs and objectives. We also encourage them to prepare their own checklist / objectives of their work in order to achieve their requirements. Field visit also may be arranged according to the need of the intern.

Please note that Grameen Bank generally charges 1500 BDT as facilitation fees per person for an internship from the students of private educational institute and Public Universities charges 1000 BDT facilitation fees for the students. Grameen Bank does not provide any financial support to the interns, nor does it arrange for any such support from outside

Sincerely

(Golam Morshed Mohammed)
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Acceptance Letter