

Report On
Recruitment and Selection Process of the 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 Masters of Business Administration

BRAC Business School
BRAC University
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Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Md. Farhan Absar Tahsin
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Letter of Transmittal

20 July 2023

Dr. M. Nazmul Islam

Assistant Professor,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

With the utmost respect and joy, I am submitting my internship report on the chosen topic **“The Recruitment and Selection Process of The Grameen Bank”**. The three (three) month internship program was fantastic since it exposed me to a variety of professional settings. I made a sincere effort to adhere to the instructions during this report preparation. I did try my hardest to adhere to the guidelines as I got the report prepared. This internship opportunity was an excellent means to gain real-world experience. Please inform me any of your queries regarding the report. Any criticism of the report is encouraged since it is a means of self-improvement.

Sincerely yours,

Md. Farhan Absar Tahsin

21164109

BRAC Business School

BRAC University

Date: July 20, 2023

Non-Disclosure Agreement

This agreement is made and entered into by and between Grameen Bank and the undersigned student at BRAC University.....

Acknowledgement

The success behind the development of this study is owing to the participation of several individuals who offered their time and ideas to improve on the report. Let me convey my genuine gratitude to the Almighty Allah, for endowing me with the resilience and vigor necessary to complete this internship report.

I must thank many individuals for their advice, help, and insightful remarks since without them, I would like to thank my supervisor, Dr. M. Nazmul Islam, Assistant Professor at the BRAC Business School, for his guidance and help in completing the report. Additionally, I would like to thank the whole staff of the Grameen Bank for giving their valuable time and effort to provide necessary help for this research.

This report could not have been finished without the assistance of everyone mentioned.

Executive Summary

The present report involves to a 3-month internship program that was successfully completed by me at The Grameen Bank from 12 February 2023 to 11 May 2023. The internship was conducted as a compulsory component of my Masters of Business Administration degree program at BRAC University. The goal of this report was to demonstrate how the hiring and selection procedures of the Grameen Bank incorporate the theoretical frameworks and ideas that are taught in the MBA curriculum. The report was prepared by utilizing both primary and secondary information sources. The collected data was sourced from the Grameen Bank's publications, website, as well as various scholarly articles and studies. The investigation additionally incorporated various recommendations for augmenting the existing process.

This study presents a description, analysis, and conclusions, as well as deficiencies and findings, of the Grameen Bank's recruiting methods. This study also contains a quick overview of Grameen Bank, its management techniques, advertising strategies, financial results, market share, and its rivalry in the market. Finally, various areas for development in Grameen Bank's hiring process have been offered, which will assist in improving this bank's hiring process.

Keywords: Internship; Grameen Bank; Muhammad Yunus; Human Resources; Recruitment; Selection

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List of Acronyms

GB	Grameen Bank
HR	Human Resources
BDT	Bangladesh Taka
USD	United States Dollar
SWOT	Strength, Weakness, Opportunities, Threats

Chapter 1

Overview of Internship

1.1 Student Information

Table 1 Student Information

Name	Md. Farhan Absar Tahsin
ID	21164109
Program	Masters of Business Administration
Major	Human Resources Management

1.2 Internship Information

Table 2 Internship Information

Period	3 Months (February 12, 2023 – May 11, 2023)
Company Name	Grameen Bank
Department	International Program Department
Address	Mirpur-2, Dhaka-1216

1.2.1 Supervisor's Information of Internship Company

Table 3 Supervisor's Information of Internship Company

Name	Md. Moniruzzaman Khan
Position	Senior Principal Officer

1.2.2 Job Scope

Job Description: Intern at Grameen Bank

Duties and Responsibilities

- To attend and engage in daily discussion sessions and activities in International Program Department of the Grameen Bank.
- To gather knowledge and clear concept about different functions of Grameen Bank.
- To learn about different loan and deposit products of Grameen Bank.
- To look after attendance of interns.

1.3 Internship Outcomes

1.3.1 My Contribution to the Company

Grameen Bank's International Program Department was my internship site where I started on February 12, 2023. This is a unique department of Grameen Bank where interns from different

institutions join and get familiar with different functions and policies of the bank. This department generally offers common internship facilities for interns from different educational backgrounds like economics, accounting, finance, human resources management, development studies etc. Grameen Bank doesn't have any specific department named human resources department rather it has Admin Department, Establishment Department, Training Department and Grameen Bank Secretariat. These departments take care of all the HR policies and functions of this bank. Although the Grameen Bank doesn't allow interns to any department except the International Program Department, the employees of this department did their best to make us understand Grameen Bank's policies and functions. Although I used to attend there as a subordinate of my supervisor, other employees of this department were really welcoming and supportive. Every day, one of them used to provide lecture on a specific topic. Then, we, the interns, used to ask different questions about the topic to clarify our understanding. My supervisor helped me so that I can understand properly. Although we were not appointed to any official activities my supervisor assigned me a tiny task of keep entry of attendance of the ongoing interns.

1.3.2 Benefits to the Student

I learned about the Grameen Bank's business strategy, loan disbursement procedures, target market, funding sources, hiring practices, how they train and motivate their staff, how they deal with clients, and their financial management during my internship. As an HRM major student, I discovered how the Grameen Bank personnel effectively communicate with one another and interact with outsiders. It aided in my learning and practice of professional communication with other interns. I took note of how to inspire and encourage the subordinates to perform their jobs honestly and act professionally. Additionally, I had the opportunity to work with 10 Indian and 15 Bangladeshi interns during my internship. I acquired the skills necessary to get beyond cultural obstacles at work. I have summarized the following benefits of this internship:

- Gaining knowledge of the Grameen Bank's banking operations, tactics, and performance.
- Acquiring knowledge of Grameen Bank's HR management procedures.
- Practicing and learning appropriate behavior in the workplace.
- Learning how to overcome obstacles and solve issues via good communication.
- Finding ways to get over cultural obstacles at work.

1.3.3 Difficulties faced during the internship period

Grameen Bank lacks a dedicated HR department, and interns are only allowed in the International Program Department due to security policies. I basically had to face the following issues and deficiencies:

- The interns were not given the opportunity to serve as an HR professional at the Grameen Bank.

- As it was a common internship for students from all subjects, I had to attend the internship alongside interns from other majors as well.

1.3.4 Recommendations

I have few recommendations for the Grameen Bank Internship program which are given following:

- Grameen Bank can arrange different internship program for students from different educational backgrounds.
- Grameen Bank can allow the interns to contribute to their interested department so that they can gather hands on experience.

Chapter 2

Grameen Bank

2.1 Introduction

This section provides a summary of Grameen Bank, the internship organization (GB). This chapter discusses the brief history, mission, vision, values, operations, services offered, management techniques, financial performance, recognition, and accomplishments of GB. This chapter also covers leadership and pioneers.

2.2 A Brief of the Grameen Bank

At Jobra village, an action research pilot project was initiated by Professor Muhammad Yunus in 1972 which was transformed into a microfinance program in Bangladesh. The project was introduced to Tangail in 1979 with the assistance of the national bank and another commercial bank. It was the beginning of the success story of Grameen Bank. The initiative was founded as a bank on 2 October 1983 by a government decree in Bangladesh because its loan-granting and operational procedures differ from those of ordinary banks. (*History of Grameen Bank / www.grameenresearch.org*, n.d.) Grameen Bank's amazing journey began by providing micro credit without collateral to the lowest of the impoverished in rural Bangladesh. GB's primary target market consists of destitute, homeless individuals who wish to improve their lives. Grameen Bank (GB) offers modest loans and other financial services to low-income individuals who are unable to utilize traditional banks. It is a financial institution that provides loans, savings accounts, insurance, and financial education which benefits society by covering medical expenses, tuition, and housing. Since GB's founding, Grameen Bank has disbursed a total of US\$ 36,044.64 million (BDT 2,799,461.93 million) in loans to 10.32 million borrower members, 97% of whom are women, as of February 2023. 97% of its customers are women, and it has operations only in rural areas across Bangladesh. Every GB customer belongs to a lower socioeconomic class. Grameen Bank is hence sometimes referred to as the Poor's Bank. Grameen Bank currently has 2,568 branches with MIS and computerized accounting systems. These branches' 1426577 groups and 135816 centers are scattered over 81678 Bangladeshi villages.

Grameen Bank has adjusted its banking structure to accommodate borrowers from impoverished backgrounds. Dr. Muhammad Yunus, the founder, designed the microcredit system to alleviate poverty and raise the living conditions of Bangladesh's diverse families and communities. This has been a successful effort to improve the lives of communities. Grameen Bank has achieved a balanced profit and impact bottom line, but their primary focus is on making an effect on the communities they serve. This bank system serves the communities like a family.

2.2.1 Mission

A mission statement is a brief explanation of why an organization is structured. It conveys the organization's planning and ultimate goals. The mission statement provides employees, customers, vendors, and other stakeholders with purpose and direction in support of the vision. GB promotes credit as a fundamental human entitlement.

Grameen Bank provides comprehensive financial solutions that assist poor people to reach their full abilities to combat the cyclical nature of their poor economic conditions. (*VISION & MISSION*, n.d.)

2.2.2 Vision

A vision statement is a declaration that describes the direction and future state of an organization. It is a proclamation of describing what it aspires to become in the future. Vision statements serve as the objectives of an organization.

Vision statement of Grameen Bank is- “Banking for the poor.” (*VISION & MISSION*, n.d.-b)

2.2.3 Core Values

The values statement demonstrates the fundamental principles and ethical standards of the organization. They are the ideologies that give an organization purpose and direction and establish the tone of its interactions with customers, employees, and other stakeholders. Grameen Bank's Poverty Alleviation Program is based on the 18 decisions of its governing body. The first decision provides a concise summary of its fundamental values.

Grameen Bank intends to stay true to the four core ideals of discipline, unity, determination, and diligence in all parts of their activities. (*Grameen Bank's Sixteen Decisions*, n.d.)



Figure 1: Mission, vision and values

2.3 Products of Grameen Bank

Fundamentally, a bank's primary functions are dependent on two types of activities: receiving deposits and granting loans. Grameen Bank has these two categories of features. GB used to accept funds from various sources. In 1995, GB anticipated that it would no longer require donations. Thus, its final donation was received in 1998. After 1998, the GB loan disbursement had become solely depended on deposits.

2.3.1 Loan products of Grameen Bank

Basic Loan: The Grameen Bank Group provides new members with loans for ventures that bring in earnings. The members select their own activities, which must be legal and government-approved. Members cannot conduct unlawful activities. Members are not

compelled to engage in a particular business because, in the event of its failure, they can file a claim against the bank.

Microenterprise Loan: Microenterprise Loans require a large amount of loaning, which is known as a special investment loan. It can be provided in multiple sectors, such as leasing, Polli phoning, livestock, bridge loans, lodging, and new businesses. The duration of the loan may range from three months to over three years and must be specified in the loan acceptance letter, loan disbursement papers, collection sheets, passbook, and credit register.

Crop Loan: Members can take this loan for a maximum of 9 months at a 20% interest rate.

Livestock Loan: Members can take this loan for a maximum of nine months up to fifty thousand taka.

Bridge Loan: Members take a bridge loan against their savings to meet unexpected needs. They can borrow up to 1.5 times their savings with a 5% interest rate for a maximum of 9 months.

Young Entrepreneur Loan: Grameen Bank offers Young Entrepreneur loans to members' offspring who are educated, entrepreneurial, and willing to become entrepreneurs. The loan amount is contingent on the purpose and project proposition, and the businessman has to have commercial or project expertise. The loan tenure is typically two years, but can be extended based on the project's scale, nature, production criteria, and income.

Special Loan: A Special Loan is a financing product offered by Grameen Bank to members with sufficient deposits (excluding personal savings and life insurance savings). The maximum loan amount is identical to the amount of the deposit, and monthly repayment is required.

Housing Loan: There are four subcategories of home loans: pre-fundamental, fundamental, minor, and complete. A minimum of two years of membership is required, and the maximum loan term is five years with an interest rate of 8%.

Higher Education Loan: This loan scheme is available for the members' daughters and sons. The repayment begins one year after the final payment. A service charge of 5% is applicable on the outstanding balance of the loan, commencing from the subsequent month of receiving the ultimate disbursement, as per the regulations.

Struggling (Beggar) Member Loan: Grameen Bank introduced the Struggling Members Program in 2002 to provide financial assistance to beggars, who are regarded as the poorest segment of society. The loan is granted based on the applicant's genuine circumstances and income-based repayment capacity. Existing Grameen Bank regulations do not apply to homeless members, and all loans are made interest-free and are insured at no extra charge.

2.3.2 Savings products of Grameen Bank

At the end of February 2022, Grameen Bank's total deposits amounted to USD 2758.38 million. The member deposits made up 70% of the total deposits.

Savings Account: Both borrower members and non-borrower members can open a savings account with Grameen Bank. Grameen Bank offers clients a personal savings account with weekly deposits of 20 Bangladeshi Taka (BDT) and withdrawals of any quantity. The minimum balance required is BDT 100, the interest rate is 5%, and there are no charges on profits. The non-borrowers can open a savings account with a BDT 500 minimum deposit and at an interest rate of 3.5% per month on the minimum balance.

Grameen Pension Scheme: "Grameen Pension Scheme" is a good initiative for the employees and members of this bank. This bank grants "GPS Accounts" with a 6% interest rate for 5 and 10 years, and depositors can receive benefits upon maturity.

Fixed Deposit: Grameen Bank offers a fixed deposit program with annual interest rates of 7.00%, 7.25 %, and 7.50 % for one, two, and three years, respectively. It is available to all.

Double in 9 Years Deposit: This initiative is taken to encourage rural civil society to save more. For nine years, account holders must deposit a minimum of one thousand taka. The rate of return on investments is 8% at maturity.

Monthly Profit Scheme: The Monthly Profit Scheme is a fixed deposit program that is available to both borrowers and non-borrowers. For a ten-year plan, depositors will get 640 taka for one lakh taka, while for a five-year plan, this amount will be 620 taka.

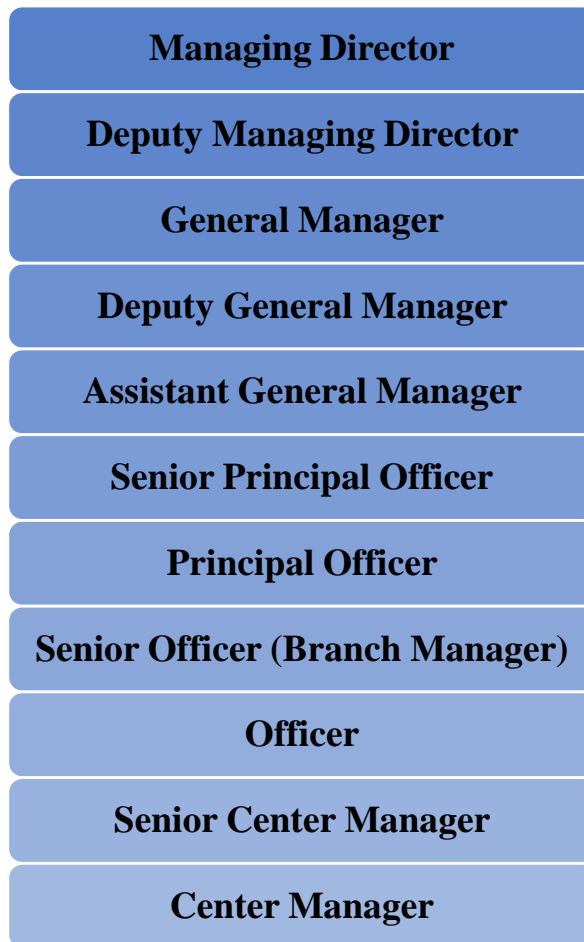
Family Welfare Savings: Grameen Bank created the "Grameen Family Welfare Saving Deposit Scheme" to encourage members and staff to save. This account can be opened for 100 taka. The compound interest rate is 7%, and the service fee is 50 taka. If the loan is paid off prior to maturity, the interest is straightforward interest.

Two Years Savings: Grameen Bank initiated a Two Year Saving Deposit program to provide financial security for its members, who are landless and have no assets. Any quantity over 500 taka can be deposited, with an interest rate of 6.50% and a Service Fee of 50 taka.

2.4 Management Practices

Management is the handling and arranging of tasks to accomplish the objectives. Setting the organization's strategy and organizing employees to achieve these goals by the utilization of allocated resources are examples of such administrative actions. Different aspects of management include planning, recruiting, training, governing, etc. It also include leadership, decision-making on marketing strategies, and accounting practices. Grameen Bank has a proper organizational structure and hierarchy of management.

Hierarchy of management in Grameen Bank is given below:



Organizational structure of Grameen Bank is given below:

Head Office	<ul style="list-style-type: none"> It controls the Zonal Offices and formulate strategy Situated in Mirpur-2, Dhaka-1216 Bangladesh
Zonal Office	<ul style="list-style-type: none"> 6-8 Area Office report to each Zonal Office Total 40 Zonal Offices across the country
Area Office	<ul style="list-style-type: none"> 10-12 Branch offices in each Area Office Total 240 Area Offices
Branch Office	<ul style="list-style-type: none"> 60-70 Centers in each Branch Total 2568 branches
Center	<ul style="list-style-type: none"> 8-10 groups in each Center
Group	<ul style="list-style-type: none"> 5-10 members form a group

2.4.1 Leadership Style

George Robert Terry says "Leadership is a relationship in which one person influences others to work together voluntarily on related tasks to attain what the leader desires". (R, 2019) The only thing that is constant in the universe is evolution, and dynamic and Visionary leaders are the pivotal agents of change. (Rowold & Heinitz, 2007) Muhammad Yunus understood the crisis of the poor people. Therefore, he took the courageous step of establishing Grameen Bank and marketing it as a bank for the impoverished. As a transformational leader, he helps poor people, especially women, change from an informal to a formal banking system. (M. S. Uddin, 2014) Muhammad Yunus has no further ties to the Grameen Bank since 2011. (BBC News, 2011)The chairman of Grameen Bank is now Prof. Dr. AKM Saiful Majid, and Mr. Md. Mosleh Uddin is the managing director. The effectiveness of Grameen Bank has not diminished at all under their direction. Grameen Bank's 25% shares owned by the Bangladesh government and the rest 75% is owned by its borrowers and members. There are 13 members on the board of directors for Grameen Bank. The government selects three. The chairman is one of them. The bank's members decide who will fill the remaining nine positions. Another is the managing director, who receives a promotion to assume this duty. Grameen Bank has been led by in total 8 chairmen and 10 managing directors till date. (*Board of Directors – Grameen Bank*, n.d.)

2.4.2 Human Resources Management of Grameen Bank

Human resources management refers to an operation designed to maximize employee performance in support of the strategic goals of a company. Human Resources Department is predominantly concerned with the management of people within the company, concentrating on systems and guidelines. (I. Rihan, 2020) Human Resources Management (HRM) is a crucial managerial function in services sectors. Managing manpower is involved in ensuring betterment of both individuals and the organization. In order to encourage organizational growth, HRM involves not only securing and developing the talents of individual workers, but also establishing programs that improve interaction and collaboration among those workers. (Elarabi & Johari, 2014) Grameen Bank does not have a specific department for human resources. Grameen Bank, however, establishes multiple departments in order to properly administer its vast workforce. Comparable to the Administration, Establishment, Training, and Grameen Bank secretariats. These departments oversee all aspects of human resources at the Grameen Bank. Like any other renowned organization Grameen bank has its HR policy so that most suitable employees are hired and managed properly. Also, Grameen Bank has training facilities and related policy so that training programs are provided properly. Apart from that, Grameen Bank has specific retirement policy, compensation policy, and service rule policy.

2.4.3 Compensation System

A lunch allowance of 150 taka each day, an allowance for transport of 800 taka every month, and a dwelling allowance of 45-55% of their pay are provided to workers. The wage is determined by the government's pay scale. Currently, Grameen Bank provides salaries to its employees as per Bangladesh's government-announced "National Pay Scale 2015". This bank

also provides monthly medical stipends of 700 taka, an allowance of 150 taka for school, and a monthly phone bill of 250 taka for the branch manager. Also, branch office management receives 600 taka, area offices receive 400 taka, and zonal offices receive 500 taka for monthly amusement.

2.4.4 Training and Development

Grameen Bank has a training center in Dhaka for basic, refresher, in-service, and upper-management training. Student accommodation, a restaurant, a library, a mosque, a medical unit, a hall room, an auditorium, and multimedia equipment are just a few of the many services it provides. Foundation Training, In-Service Training, Refreshers Training, and Higher Management Training are a few of the many forms of training that have varied goals.

Foundation Training

Six months of training are spent on foundation training under the training center's close oversight. Participants require to spend three days at the training facility, a two-month period in the branch office for interacting with staff, managers, and borrowers, a week in the training center, returning with assignments due, a test to take, and an evaluation list to compile. To become a Zonal Manager, the trainee center manager needs to finish six months of learning, provide updates to the branch office, be overseen by a Branch Manager, and take a test every six months.

In-service Training

Officers are expected to attend in-service training for securing every promotion, created by the Training center. The training center organizes this program.

Refreshers Training

The training program is organized according to the request and need of the field management training center, with officers selected by the zonal manager and dispatched to attend. It focuses on techniques and strategies for effective troubleshooting and resolution.

Higher Management Training

When a branch manager or program officer moves into an area manager role, more advanced management training is needed which is called higher management training program.

2.4.5 Marketing Practices

The process of creating value for a company's targeted clients is known as marketing. Meeting client demands generates value. A company has to describe its products and services as solution of people's problems. Therefore, main target of a company's marketing practices is to offer the best solution of its buyers' problems or necessities (Silk & Review, 2006) Accordingly, Grameen Bank always claims their vision to eradicate poverty and empower people up to their actual potential. It aims to lead the nation's efforts to reduce poverty, which it has already accomplished, by providing excellent microcredit services and increasing customer

satisfaction. Its leaders assert that their most valuable brand assets are their committed efforts and positive consumer feedback.

Brand Awareness

Due to its foreign activities, which concentrate on budget allocation in the country of origin, Grameen Bank has a strong brand recognition.

Brand Association

The reputation of Grameen Bank is built on its wide range of high-quality services and top-rate customer support.

Brand Loyalty

Due to its distinctive and effective marketing approach, extensive client base, and value-added loan and deposit services, Grameen Bank has attracted a high level of client loyalty.

Brand Asset

Grameen Bank is focused on developing a solid staff base and has a strong brand value and financial worth.

Brand Element

The brand component is how Grameen Bank establishes a competitive edge. Employees' adaptability to village culture and way of communication is an important brand element for the bank. (*Marketing Strategy of Grameen Bank*, n.d.)

2.4.6 Financial Management

Financial management involves allocating financial resources to fulfill corporate goals. Arranging, monitoring, leading, and regulating an organization's resources is necessary for good decision-making. The goal is to ensure operational efficiency and financial viability, facilitate regulatory compliance, maximize the generation of income, manage monetary transactions and invoices, promote monetary well-being, allow swiftly reporting of finances, create projections for finances, and assist with minimizing risk. (Diaz, 2022) Grameen Bank carefully abides by their rules and regulations to improve their financial performance and to confirm being responsible to the depositors future assurance, prevention of fraud and deception, making effective choices completing any obligation, boosting legitimacy, and increasing fundraising initiatives.

Government ownership of 25% of Grameen Bank is offset by member ownership of 75%. Savings and deposits from both members and non-members of Grameen Bank provide funding. Spending is divided into two categories. The bank spends money on keeping the features working, while another one is giving loans to its clients. It provides loans to its clients who get funds through the bank's various loan schemes. The sources of income for Grameen Bank include interest on loans, interest on deposits held at other financial institutions, recovering bad debts, dividend income from investments, and other sources. Salary and benefits, rent and taxes, fees for lawyers and other experts, stationery, printing, and advertising, maintenance and

repairs of bank assets, depreciation of fixed assets, and other costs are among its key expenditures.

2.5 Financial Performance

Financial performance assessment evaluates the financial well-being of a company by examining its resources, liabilities, revenue, expenses, equity, and profitability. The analysis of the financial reports of the company is comprehensive. Financial analysts scrutinize a company's earnings statement, Money Flow Statement, Balance Sheet, and yearly report. (Wallstreetmojo Team, n.d.) According to Grameen Bank's Annual Report 2021, the bank distributed BDT 2511.20 billion, or USD 33.77 billion, at the end of the year 2021 and received BDT 168.31 billion, or USD 1.96 billion, in deposits since its establishment. Despite the COVID-19 pandemic's terrible effects on the economy, this bank ended 2021 with a profit of BDT 493.32 million. It announced a cash dividend of 30% for its stockholders. Notably, Grameen Bank operates to serve the country's poorest people as well as to generate a profit. For its less financially capable consumers, this bank offers zero or extremely low rate loans. Despite such adaptability, this advancement is unquestionably remarkable. (Theme Mascot & Grameen Bank, n.d.)

Grameen Bank's Annual report 2021 provides some data which is discussed briefly:

Current Ratio			
At the Year End	Formula	Calculation	Result
2020	Total Current Assets ÷ Total Current Liabilities	290,299,916,572 ÷ 265,464,806,062	1.093
2021		295,040,349,948 ÷ 270,118,921,138	1.092
This bank had 1.093 taka for every 1 taka debt at the year end of 2020. Then, at the year end of 2021, Grameen Bank had 1.092 taka for every 1 taka debt. It clearly shows this bank always have higher assets than its liabilities which means its financial performance is satisfactory. However, Grameen Bank blames the economic crisis originated due to Covid-19 pandemic for its slightly decreased current assets to current liabilities ratio at the year end of 2021.			

2.6 Operations Management and Information System Practices

Operations management is the control of business processes with a specific goal of maximizing the efficiency of an organization. So, it has to manage its raw materials, labour forces and other resources in the most efficient way to confirm maximum profit. (Hayes, 2023) An efficient operations management process is in place at Grameen Bank. It has 40 zonal offices which are operating under supervision of the head office. This head office is located in Mirpur-2, Dhaka. These zonal offices report to the head office about their performance and activities. 240 area offices are supervised by the zonal offices, and so each of them has to report to the appropriate

zonal office. Three data entry operators, an Area Manager, and a Principal Officer are employed in each of the area offices. To their respective zonal offices, each area office submits a weekly report. Under these area offices, there are 2568 branches operating. A Branch Manager, an Accounts Officer, and 8–10 Center Managers are assigned to each branch. The area offices must receive a weekly report from the branches. The head of each center is the center manager. Each branch has 60 to 70 centers with 8 to 10 groups per center. Within Grameen Bank, there are a total of 1402835 groups and 137043 centers. Approximately 9.34 million members are associated with this bank of whom 97% are female person.

2.7 Industry and Competitive Analysis

An effective method for determining a company's rivals and learning more about its standing within the sector is utilizing "Porter's Five Forces model". Michael E. Porter of Harvard Business School first introduced this model in 1979. It focuses on five different elements to determine if a company would be profitable compared to other companies in the identical industry. An in-depth understanding of a firm's position across the marketplace can be facilitated by using this framework along with SWOT analysis. (Martin, 2023)

2.7.1 Porter's Five Forces Analysis

Any sector of the economy can benefit from using Porter's approach to better analyze industry rivalry and increase long-term profitability. Porter's five forces are: Competition in the industry, potential for new competitors to enter the market, influence of suppliers, influence of consumers, and threat of substitute product. Therefore, this approach has been utilized to determine and evaluate Grameen Bank's position in the market.

Competition in the industry

Competition amongst the already-existing businesses in the market reveals how challenging it is to run the operations, survive in the market, and expand business. The market's accessible risk levels and probable risk factors might be simply detected and reduced through such analysis. In Bangladesh, the microcredit system was first implemented by the Grameen Bank. In contrast to other microfinance institutions, Grameen Bank was specifically founded on the basis of the microfinance system and is not an NGO.

Microcredit initiatives are being implemented across the nation by over a thousand such organizations. However, only ten significant Microcredit Institutions (MFIs) including Grameen Bank account for 87% of the industry's total deposits and 81% of its total outstanding loans. (*Bangladesh Bank*, n.d.) Clearly, Grameen Bank has many rivals in the market which have made the market very competitive. However, it has international recognition, it provides ownership to its borrowers, and it offers unique loan schemes that reduces competition a lot. **So, Grameen Bank has moderate competition in the market.**

Threat of New Entrants in the market

The threat posed by fresh entrants to Grameen Bank is negligible if the industry is not attractive and entry barriers are high. Although entry barrier is not so high and the business is profitable, there are too many sellers in the market. According to Bangladesh Bank, there are more than a thousand companies providing microfinance services in Bangladesh, and hence the industry is already oversaturated. Only few of them hold lion share of the market. Yet Grameen Bank may invest more in financing, differentiating its products, and enacting new strategies. **So, the threat of new entrants is very low.**

Influence of suppliers

Depositors are main providers for banks. The primary source of funding for the business comes from depositors. (Maverick, 2023) Grameen Bank offers lucrative interest rate for the deposit. Also, this bank is more reliable than most other microfinancing organization. **So, this bank's suppliers has low influence.**

Influence of consumers

Concentration, lower switching expenses, sensitivity to prices, market knowledge, and purchasing standardized goods in large quantities all help buyers to have more negotiating leverage. Some of the Grameen Bank's schemes are unique and some are common. Interested consumers of common schemes can select alternatives from other firms but the interested consumers of unique schemes can't switch easily. Additionally, Grameen Bank's offering ownership to the buyers and borrowers reduces their influencing power. **So, Grameen Bank's consumers' influence is moderate.**

Threat of substitute product

There are enormous micro financing firms functioning in this country. Going to informal lenders is a very widespread practice for the impoverished in Bangladesh. Before these organizations began their operations, informal lenders accounted for the majority of the poor's access to microcredit. These informal lenders offer substitute of the Grameen Bank's schemes. Although their totalitarian activities have been decreased significantly, they still exist in our country. People only take their money when they need it instantly. **So, threat of substitute product of Grameen Bank is low.**

2.7.2 SWOT Analysis of Grameen Bank

SWOT analysis might be a great tool to identify an organization's advantages, disadvantages, chances, and dangers. A SWOT analysis's primary goal is to gain knowledge of the factors that affect corporate choices or the creation of business strategies. SWOT analysis examines the internal and external environments as well as the variables that may affect the economic feasibility of a choice in order to achieve this. (Bigelow et al., 2023) Findings from the SWOT analysis for Grameen Bank have been mentioned in the following:

Table 4 SWOT Analysis of Grameen Bank

<p>Strengths</p> <ul style="list-style-type: none"> • Strong brand recognition as the pioneer of micro credit system in Bangladesh • Long experience as micro financing organization in Bangladesh • Clients' loyalty • Motto of empowerment • Providing ownership to the borrowers 	<p>Weaknesses</p> <ul style="list-style-type: none"> • No security system for disbursed loan • Government set restrictions to function in urban areas • Debt collection is time consuming • Comparatively higher interest rate than other banks • Higher flexibility to replay loans
<p>Opportunities</p> <ul style="list-style-type: none"> • Poorer section's reliability on the brand Grameen Bank • Utilizing struggling members to enhance clients' loyalty • Attracting migrant workers to deposit in Grameen Bank • Starting particular loan scheme for the potential migrant workers • Improvising loan insurance strategy 	<p>Threats</p> <ul style="list-style-type: none"> • Abusing the borrowed money by the members • A lot of NGOs and government specialized banks as competitors • Existing risks of abusing female members

Grameen Bank might eliminate its weaknesses by utilizing strengths in following ways:

- The steadfastness of Grameen Bank's customers can fix the loan security system's flaws. Due to the loyalty of its customers, the bank's flexible payback policy attracts new customers even more.
- Because there are many poor people residing in Bangladesh's cities, Grameen Bank's empowerment philosophy might persuade the government to relax its limits. As the Grameen Bank has demonstrated its great capacity to lower the rate of poverty in rural areas, it may persuade the government to grant it permission to operate in urban areas.
- Potential borrowers may be persuaded to become members of the bank by Grameen Bank's great brand awareness as a successful agent of poverty alleviation in Bangladesh and its provision of ownership to the borrowers.

Grameen Bank might grab its opportunities by utilizing strengths in following ways:

- Grameen Bank may encourage migrant workers to deposit their remittances in the Grameen Bank by using its great brand recognition.
- Grameen Bank may launch and market a new loan program for potential migrant workers using its principles of giving ownership to the borrowers.

Grameen Bank might reduce its threats by utilizing strengths in following ways:

- Grameen Bank can simply use the loyalty of its customers to lessen the challenges posed by the multiple microfinance programs of its numerous bank and non-bank rivals.

2.8 Summary and Conclusion

An overview of the Grameen Bank including its brief history, long term goals and strategies, leadership and management style, staffing and training process, marketing policy, financial management, financial performance, market analysis of micro finance in Bangladesh, and Its overall position in the market have been discussed in this chapter. As an introducer of micro credit program in Bangladesh, Muhammad Yunus as well as Grameen Bank got huge recognition across the country as a pathfinder of poverty alleviation. This organization utilized this recognition to present their services to the poor villagers, especially to the women. This bank claims to be an active ambassador of women empowerment in this country. Despite fierce competition from BRAC, ASA, TMSS, and other notable NGOs in the nation, Grameen Bank dominates the microfinance sector. However, this bank's human resources management system is very unconventional and under developed. Specially, there are a lot of scopes to improvise its recruitment and selection process. Even though this bank has stronger position than any other competitor, it has to improve in almost every aspect to hold its position intact.

Chapter 3

Recruitment and Selection Process of the Grameen Bank

3.1 Introduction

This chapter discusses the recruitment and selection practices of Grameen Bank. This chapter also describes the methodology used to learn about the recruitment and selection process at Grameen Bank. In addition, the outcomes of the inquiry and evaluation are presented in this chapter. In addition, it includes a summary and conclusions of the study. Finally, the chapter provides recommendations and implications.

3.1.1 Background of the Study

Bank or any other organization must recruit in order to discover qualified candidates, adapt to change, reduce attrition, and boost morale. Effective recruiting reduces attrition and increases productivity, and it is one of the most essential HR tasks.

Grameen Bank manages its own human resources, with 27000 employees in Bangladesh. It establishes several departments to oversee all aspects of human resources, each with its own management policy. The HR Department adheres to 10 board-approved policies, including recruitment and selection policies. Recruitment and selection policy and practices will be discussed in this chapter.

3.1.2 Literature Review

An organization's HR department is responsible for the management of the employees. Recruitment is the procedure by which an organization seeks out prospective employees. Selection is a method by which a corporation distinguishes applicants based on their capabilities, knowledge and other attributes that assist the organization to achieve certain objectives. Selection is done to add new people to the workforce and to transfer present employees to new positions. Recruitment and selection involve a variety of alternatives. This can be external sources, promotions from lower position to upper position, and applicants referred by current employees. When the selection process is conducted, the recruiters consider many aspects. The organization's principle, posting location, the vacant position, budget for the position are some of those aspects (Gerhart et al., 2017) Organizational success is significantly influenced by the proper management of human resources.

In order to achieve excellence as an organizational performer, it is imperative that the Human Resource Management (HRM) function possesses the ability to effectively facilitate the alignment of individuals with their most suitable job roles. The Human Resource Management (HRM) practices encompass a range of activities, including hiring, choosing, job placement, assessment, education and training, benefits and wages, and retention rates. (Shih et al., 2005)

Although both recruitment and selection are interrelated components of the employment process, there are differentiation between these two processes. Recruitment is the process of locating and securing competent or appropriate candidates to occupy an open position. (Anwar & Abdullah, 2021) The recruitment process entails an organized method, from sourcing candidates to arranging and directing interviews, and requires a significant amount of time and

resources. (Gardi et al., 2020) Selection is the process of employing qualified candidates who are capable of performing the job successfully. The selecting procedure consists of a series of actions to be performed in order to pick the most qualified candidate for an open position. This procedure begins after recruitment and divides the applicants into those who will be offered employment and those who will not. There is a need for a well-structured selection procedure in view of the fact that only then can the right type of applicant be chosen and unsuitable candidates eliminated. (Hamza et al., 2021)

Recruitment resources can be of two types: internal sources and external sources. Internal sources of recruitment include job promotions and interdepartmental transfers that take candidates' knowledge and experience into account. Numerous researchers agreed that internal recruitment resources have both advantages and disadvantages. Advantages include job security, increased employee loyalty, improved employee morale, satisfaction in work environment, trust between employees and upper management, and effective cost management. However, disadvantages include the loss of new experiences, an increase in the amount of work per employee, etc. Recruiting from external sources means publishing advertisements in various media modalities, universities, hiring recruitment agencies, taking recommendation from current employees, sourcing from training centers, professional associations and trade unions, and external organizations. Numerous authors concur on the benefits of this source of recruitment, including diversity of experiences, enrichment of organizational culture, and reduction of task burdens per employee. Additional expenses incurred by the organization and employment disputes between employees are disadvantages. (Al-Khasawneh et al., 2018)

3.1.3 Objectives

The primary aims of this investigation are as follows:

1. Learning the recruitment and selection policy of Grameen Bank
2. Learning the recruitment and selection procedure of Grameen Bank
3. Identifying the scope of improvement in recruitment and selection process of Grameen Bank

3.1.4 Significance

This study will aid in familiarizing oneself with the recruitment and selection policies and procedures of Bangladeshi institutions. In addition, it illustrates how the HR practices of a specialized bank in Bangladesh differ from those of private commercial banks. Several interviews with GB's employees have been conducted for this study. Therefore, this research demonstrates an authentic and accurate perception of the bank's actions and motivations. Readers will be able to readily comprehend why the recruitment functions of a specialized bank differ from those of other private banks. In addition, academicians and researchers will find this paper beneficial for conducting further research from a variety of perspectives in order to gain a comprehensive understanding of recruitment and selection practices in Bangladeshi banks and financial institutions.

3.2 Methodology

On the basis of the method of data acquisition, there are typically three different categories of research: qualitative, quantitative, and mixed. Qualitative research of a process refers to analyzing and interpreting text, interviews, and observations to find out a meaningful description so that process can be understood correctly. (*ISTSS - Trauma Research Methods*, n.d.) It can be used to enhance research designs, facilitate teaching and understanding between researchers, to relate between qualitative and quantitative researches, and to provide an evaluation standard. (Aspers & Corte, 2019) People who want to comprehend a phenomenon but lack the capacity to conduct hypothesis-testing research should conduct qualitative research. Since there is frequently insufficient evidence to generate pertinent hypotheses for various cultures, it is beneficial for cultural and diversity research. (*ISTSS - Trauma Research Methods*, n.d.-b)

Quantitative methodology is a compilation of strategies, techniques, and underlying assumptions used to examine economic and social procedures by analyzing numerical data. Researchers can aggregate data, demonstrate relationships, and compare accumulated data thanks to quantitative research. Researchers may collect and analyze narratives or open-ended observations by taking interviews and focusing on different kind of groups. (Coghlan & Brydon-Miller, 2014) Quantitative research reveals behaviors and trends, but does not explain why individuals have specific thoughts, emotions, and behaviors. To address voids in knowledge, qualitative research techniques such as focus groups, interviews, and open-ended survey questions are useful. Quantitative researchers use numeric values to measure and evaluate information. They evaluate the findings by analyzing statistical data. Also, they try to represent complex problems by using variables. Then they sum up the results, illustrate variations and express final outcome. Quantitative research outcomes have the potential to provide empirical evidence or solutions in a variety of domains, such as demonstrating the usage and accessibility of services and collections, substantiating assertions regarding their usage and influence, demonstrating the return on investment, facilitating informed decisions regarding packages and subscriptions, providing evidence for trends, making information accessible to diverse audiences, and identifying areas in need of improvement. (Goertzen, 2017)

Mixed method research is a type of research methodology that involves the use of both qualitative and quantitative research paradigms in different phases of a study. This approach is employed to achieve a more comprehensive understanding of a research problem. A mixed methods approach may involve the implementation of both quantitative and qualitative research methods. For instance, a researcher may conduct an experiment to gather quantitative data, followed by an interview study to obtain qualitative data from participants. The purpose of this approach is to gain insight into participants' perceptions of the experiment and their agreement with the results. Mixed methods research has emerged as a viable alternative research approach, often referred to as the third wave following the qualitative and quantitative waves. This methodology has evolved gradually over time. (Migiro & Magangi, 2011)

3.2.1 Research Design

This research report has been prepared through qualitative analysis and is descriptive in nature.

3.2.2 Sources of Data

This report has been made based on both primary and secondary sources.

Primary Sources: The primary sources are lectures and briefings provided by the officials of the International Program Department of Grameen Bank, casual conversation with them and some informative handouts provided during the internship.

Secondary Sources: The secondary sources are the Grameen bank's website, online articles and relevant scholarly articles and books.

3.3 Findings and Analysis

This section provides findings of primary and secondary data regarding the recruitment and selection process of the Grameen Bank and the discussion with analysis.

3.3.1 Findings of Recruitment and Selection Process of Grameen Bank

What Is Recruitment and Selection

The recruitment process is the first step in gathering human resources. It involves creating a pool of qualified candidates to submit applications for open positions. Selection is the process of selecting the best candidate from a pool of competing applications. The goal is to align the applicant's capacity, expertise, and experience with the opening's criteria. (Bhuiyan et al., 2021)

Importance of Recruitment and Selection

Recruitment and selection process is considered as the most important and critical function of HR management. Its importance is mentioned below:

- Achieving corporate objectives mostly depends on choosing the right person in the right position in an organization.
- This process consumes a lot of efforts, time and money. So, this process should be conducted correctly. (Team, 2023)
- Finding the most suitable person for a position can eradicate inefficiency and boost productivity.

Recruitment and Selection Policy and Process of Grameen Bank

The management of the human resources at the Grameen bank is well managed. In Bangladesh, it has 27,000 employees. Grameen Bank only recruits Bangladeshis for its banking operations and management. The head office of Grameen Bank gathers information from zonal offices and branches and decides upon the required number of candidates for different positions. A recruitment team has been formed to conduct the overall process in a disciplined and standard manner. There

are two types of recruitment: External recruitment and internal recruitment. Most of the recruitment occurs internally in Grameen Bank that means maximum recruitment is done through promotion and transfer.

External Recruitment

Followings are the basic steps of recruitment process:



The recruitment team announces job openings in newspapers and online job portals as per top management's demand. Grameen Bank publishes job advertisements only for entry level jobs. There are two types of entry level jobs available in Grameen Bank. These are:

- **Branch Manager**

Branch managers are essentially First-level personnel that Grameen Bank appoints. Senior Officer is their starting rank in their profession. Branches, Area offices, Zonal offices, Audit, and Head offices all have different functions within Grameen Bank. Therefore, the staff members must become acclimated to a variety of scenarios at Grameen Bank. Therefore, Grameen Bank has no mid-level entrance. Grameen Bank's recruitment policy for the Senior Officer rank is given below:

- The candidate must hold Bangladeshi citizenship.
- Age of the candidate should not be less than 25 and more than 30.
- Candidate's educational qualification should be at least Masters in any discipline. Sometimes subjects can be mentioned in the advertisement as additional requirement.
- There is no religious and tribal quota for the candidates.
- Candidates from all genders are treated equally.

- The candidate should be physically and psychologically fit for the position.
- The candidate should not have any criminal record in past.
- The qualified candidates have to sit for written exams and attend viva-voce to be eligible for final selection.
- The viva-voce is held in the head office for the candidates of branch manager.
- No transportation allowance is given to the candidates.

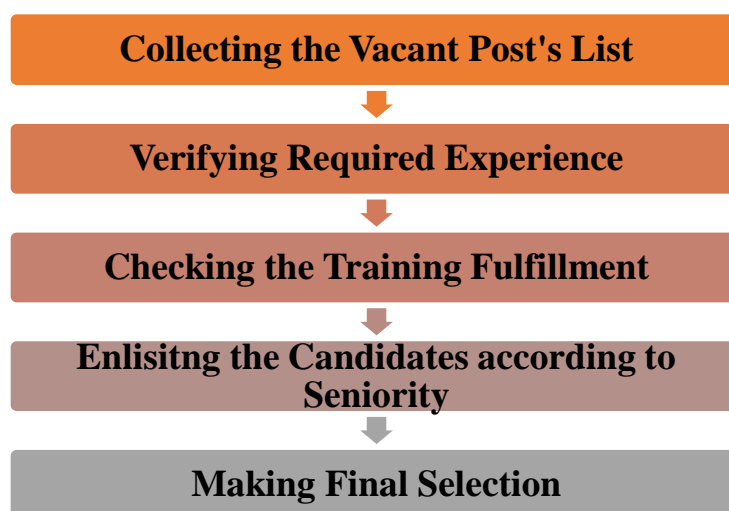
- **Center Manager**

The role of Center Manager isn't actually managerial. It is known as a non-officer role in Grameen Bank. The center manager is in charge of collecting loans and deposits. Additionally, he or she is in charge of everything that occurs in the center. Grameen Bank's recruitment policy for the Center Manager position is given below:

- The candidate must hold Bangladeshi citizenship.
- Age of the candidate should not be less than 18 and more than 27.
- Minimum educational requirement for the candidate is HSC pass. Practically, Grameen Bank prefers candidates with Bachelor degree in any discipline.
- There is no religious and tribal quota for the candidates.
- Candidates from all genders are treated equally.
- The candidate should be physically and psychologically fit for the position.
- The candidate should not have any criminal record in past.
- The qualified candidates have to sit for written exams and attend viva-voce to be eligible for final selection.
- The viva-voce is held in the zonal offices for the candidates of center manager.
- No transportation allowance is given to the candidates.

Internal Recruitment

Internal recruitment is conducted through promotion and transfer. Grameen Bank's promotion process includes following basic steps:



- **Promotion Policy**

To get promoted, Grameen Bank has two conditions. One is to serve the bank in a same position for a specific time period. Another one is to complete specific training.

For condition of time period, Grameen bank's policy is given below:

- A Center Manager has to serve 3 years to get promoted to be a Senior Center Manager
- A Senior Center Manager has to serve for 4 years to be an officer. Center Manager and Senior Center Manager are not considered as officer in Grameen Bank.
- An Officer has to serve 4 years to get promoted as a Senior Officer in which position Grameen Bank recruits fresher who has post-graduation degree.
- A senior Officer, either promoted or directly hired externally, has to serve 5 years to become a Principal Officer.
- A Principal Officer has to serve 8 years with experience to serve as Area Manager to be a Senior Principal Officer.
- A Senior Principal Officer has to serve for 8 years with experience of serving in Zonal Audit Officer experience to be an Assistant General Manager.
- An Assistant General Manager has to serve 5 years with Zonal Manager experience to be a Deputy General Manager.
- A Deputy General Manager can be promoted to a General Manager in case of vacant post and the board of directors approved it.
- General Manager become Deputy Managing Director if there is vacant post and the board approve.

For condition of training, Grameen bank's policy is given below:

- Officers must undergo in-service training. To get any promotion, this kind of training is required to complete. Training Institute organizes it.
- Area managers are part of mid-management. Each Area manager handles 10–12 branches and Area Management office with help of Program Officer. So, Program officers and branch managers have to receive higher management training when they become area manager.

- **Transfer Policy**

Grameen Bank's transfer policy is not disclosed, rather its posting policy has been shared with us. Its posting policy is only non-officers are permitted to work in their native district or a nearby one, but not in their own union or village. Again, the officers are not allowed to work in their native district.

3.3.2 Analysis of Recruitment and Selection Process of Grameen Bank

Grameen Bank's maximum recruitment is done internally. Its management only recruit externally in entry level job positions. There are some benefits and lacking both in internal recruitment and external recruitment.

Benefits of internal recruitment

- It is time and cost efficient.
- Employee takes no time to adapt to in the organization.
- It develops loyalty among the employees.

Lacking of internal recruitment

- Internal recruitment creates another vacancy due to transfer or promotion.
- No new talent acquisition occurs in mid and top level.

Benefits of external recruitment

- New talent and new ideas come along with new employees.
- More options are available outside than inside of the organization.
- It creates competitive environment.

Lacking of external recruitment

- It is costly and time consuming.
- There is risk of failure to hire suitable candidate.
- New employees may take longer time to adapt to new environment.

Grameen Bank gets new talent in entry level posts and keeps inflow of work force. However, its maximum recruitment is internal and so its recruitment costs less. Some findings from analyzing Grameen Bank's recruitment and selection process are given below:

- Grameen Bank's recruitment process is mostly time saving and cost efficient. Because most of its recruitment occurs through promotion and transfer.
- Grameen Bank's recruitment policy is formed such that its core values are preserved.
- Grameen Bank's internal recruitment is carried based on candidate's experience and training attended instead of performance.

3.3.3 Lacking of the Recruitment and Selection Process of the Grameen Bank

Nothing is flawless which is also true for the Grameen Bank's recruitment procedures and policy. Some noticeable flaws of the Grameen Bank are given below:

- Grameen Bank doesn't make external recruitment for mid and higher level posts which creates obstacles to the inflow of new idea and knowledge in higher management.
- Grameen Bank doesn't include job description in its job advertisements which may create opacity among the candidates about their desired job.

3.4 Conclusion

Grameen Bank's recruitment and selection policies are in conformity with the board's approved guidelines. The lack of a distinct Human Resources department within Grameen Bank suggests a lack of defined Human Resources Management processes. Despite the lack of a competent HR department, Grameen Bank's recruitment and selection procedures adhere to a carefully developed policy. This financial organization appears to have faith in its current middle and

upper executives. The organization relies primarily on external recruitment to maintain a steady supply of individuals in entry-level positions. As a result, Grameen Bank's recruitment procedure is characterized by time efficiency and cost-effectiveness. Furthermore, it shows that Grameen Bank's leadership is unwilling to make significant changes to its operational and strategic approaches. By not extending external recruitment to top-level management roles, the company shows a reluctance to take on the additional risk of endangering the financial resources of persons from lower socioeconomic backgrounds. The government, which has a large share in the bank and is regarded a crucial stakeholder, appoints the chairman. Despite the fact that the Chairman is hired from outside, the Managing Director is chosen through an internal recruitment procedure that promotes loyalty among current workers. Grameen Bank's creation of a distinct Human Resources department would improve the intelligence and efficiency of its hiring and staffing management as compared to the current approach. This would help to boost the bank's financial performance and expand its activities outside national borders.

3.5 Limitations and Recommendations

3.5.1 Limitations

Some limitations hampered the investigation of Grameen Bank's recruitment and selection process. First of all, Grameen Bank did not allow any intern to its other departments except for International Program Department. So, I did not get any chance to explore other departments of the Grameen Bank. Secondly, as Grameen Bank is a financial institution, it has a lot of confidential information that they did not disclose to us. There are very few data available about recruitment process of Grameen Bank on the internet. Finally, I did not get a chance to make conversation or any sort of interview of Grameen Bank's recruitment team.

3.5.2 Recommendations

Following modifications are recommended to follow to enhance the recruitment process based on the study of the company's hiring and selecting procedures:

- As the contemporary world evolves so quickly and the bank must keep up with this speed, the bank's officials should review and update their recruiting and selection policies and allow new employees in mid and higher level management.
- When posting job openings for entry-level positions, the Grameen Bank may include a job description in the job advertisement.

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Appendix A



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Web: www.grameen.com

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 **Md. Farhan Absar Tahsin, ID-21164109** 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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