



INTERNSHIP REPORT

ON

'ATTITUDE MEASUREMENT OF

EMPLOYEES

ON

THE TRAINING AND

DEVELOPMENT PROCESS

OF

BRAC BANK LIMITED'

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Prepared for:

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Letter of Transmittal

Date: 30-08-2015

Ms. Sania Wadud

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Subject: Submission of Internship Report

Dear Ms. Wadud,

This is to inform you that I am extremely enchanted to submit the internship report “Human Resource Division of BRAC Bank Limited: Attitude Measurement of Employees on The Training and Development Process” upon completion of my formal internship attachment with BRAC Bank Limited.

I have tried my best to discuss all the relevant points of a feasibility study while keeping consistency with BRAC Bank Limited, as it was an inspiring experience for me. Therefore, I believe the massive knowledge and experience will assist me a lot in my future career life.

I would be extremely happy to provide you with any illumination regarding the report. Therefore, I would be pleased to clarify any discrepancy that may arise or any clarification that you may require regarding my report.

Sincerely,

Saima Sadia
ID: 11304098
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Acknowledgement

I was fortunate enough to receive the opportunity of accomplishing my internship from BRAC Bank Ltd. Firstly; I would like to express my grateful appreciation to the Almighty Allah for enabling me to complete this report successfully. I was lucky to get the support, encouragement and assistance from a number of individuals.

I would like to convey my sincere respect to Ms. Sania Wadud, my internship supervisor for her encouragement, guidance, advice, supervision and valuable time. She was available when I needed her help and suggestions and beyond her time.

I would like to convey my heartiest appreciation to Ms. Fatema Rizwana, Head of Human Resource, BRAC Bank Ltd. for giving me the opportunity to do my internship in her department and Mr. Mainul Hashem Tanim, Associate Manager, HR services, who was my direct supervisor while doing my internship in BRAC Bank Ltd. He was the one to direct and guide me under a working schedule and helping me doing my job in a favorable atmosphere during these three months of my internship program and also for supporting and guiding me with appropriate resources and knowledge. I am also pleased to the entire HR team of BRAC Bank Ltd. for the overall support and active participation to all my questions and queries during these three months.

Last but not the least I would like to thank my mother for her support and assistance. She along with the other family members supported me financially and mentally to carry out such an extensive report. Therefore, it is worthwhile to show my appreciation and gratefulness to them for their unconditional support and assistance.

Executive Summary

Growth of a country depends a lot on the Banking industry and it is one of the potential industries. Banking industry in Bangladesh is also very influential. We have many skilled employees in this industry, as it is a big industry. Therefore, Human Resource Management (HRM) is much valid as well as proficient in the banks of Bangladesh. BRAC Bank Ltd. has reached to the market to boost up the banking system. BRAC Bank Ltd. has developed a skilled and efficient workforce to complete the global challenge. The HR department of BRAC Bank Ltd. manages this large employee force fully. The HR department meets the entire necessities of the recruits from remuneration to rewards, hiring to firing recruits and further significant and essential development trainings.

This report has two parts: one is delineating theoretical aspects of HRM, broadly described training and development process and procedures of training and development in BRAC Bank Ltd. To know the details of the company we interviewed some HR personnel of BRAC Bank Ltd. and other information were collected and gathered with the help of internet. BRAC Bank Ltd. is the organization where actually the HR activities are applied with a huge effort, and the outcome is very satisfying. Since the independence of Bangladesh, BRAC Bank Ltd. conducted their operations as it has a very strong network throughout the country. In addition, they got huge employee networks, with huge operations. However, due to the failure in their strategic decision and inefficient management of employees BRAC Bank Ltd. lagged behind in the last few years. The report shows how they are ineffective in employee management in regard of training and development procedure. Their Training Need Assessment (TNA) comes as complete vague and total failure. The methods that they formulate in action are not enough to support employee development.

BRAC Bank Ltd. still has a better opportunity to fight back against all odds. BRAC Bank Ltd. has to follow the standard that they prepare for training methods in order to maintain the employee satisfaction and employee development. Employees should be rewarded based on their performance. TNA should be formalized, followed, and should be clear enough to all the employees and how it links to organizational goal.

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Abbreviations

- BBL: BRAC Bank Limited
- TNA: Training Need Assessment
- T & D: Training & Development
- SME: Small and Medium Enterprise
- IFC: International Finance Corporation
- ICAB: Institute of Chartered Accountants of Bangladesh
- VAT: Value Added Tax
- SAM: Special Asset Management
- RA: Regulatory Affairs
- OJT: On-the-Job Training
- HR: Human Resource
- HRM: Human Resource Management
- IFS: Infrastructure & Financial System
- HRIS: Human Resource Information System

Chapter One: Introduction

1.1 Background of the report

Any academic course when properly applied in real life creates great value. Until and unless it is applied and practiced in real life, the theoretical knowledge will have very little importance. Hence, we need an appropriate application of our comprehension to get some benefit from our theoretical knowledge to make it more productive. Banking plays a fundamental role in the development process of a country. It helps to speed up the process of development by securing the constant supply of financial resources to community engaged in various economic activities.

This is a report on my internship at BRAC Bank Limited, 7th April, 2015 to 6th July, 2015. This report details my experiences at the company.

As I have chosen my internship program in BRAC Bank Ltd, I am working to develop an internship report on the topic 'Evaluation of Training and Development Process of BRAC Bank Ltd.' Ms. Sania Wadud, Lecturer, BRAC University has assigned me with this report.

1.2 Significance of the study

Only the theoretical and hypothetical information is less important when it is not valid in the practical life. However, we have finished so many theoretical courses in BBA program, but we have no such realistic and practical knowledge to be successful in the real business world. As a student of business studies, we have to learn more practical knowledge to become a good executive in the real business world. For this reason, the internship program is so much helpful to all the students of BBA to learn more about the practical world, & the banking sector and development procedure, is such a dynamic sector where we could gather infinite practical lessons about the business world.

1.3 Scope of the study

In this internship report, the study has covered an understanding of relevant theory and how it can be usefully applied to organizations wishing to hold a dynamic banking sector to improve practice. The report describes the total overview of the

training and development process of BRAC Bank Ltd. The study covered overall Training and Development of a banking sector especially government bank. It has acknowledged the essential issues within the organization, scheduling, planning and implement of training needs and development criteria for the executives and fresher of the organization.

1.4 Objective of the study

The general objective of the report is to explore the training and development program of BRAC Bank Ltd.

Specific objectives:

The specific objectives of the learning are as follow:

- To identify the purpose of training of BRAC Bank Ltd.
- To analyze the needs assessment process of training and development program of BRAC Bank Ltd.
- To understand the training and development methods of BRAC Bank Ltd.
- To evaluate the process of training and development program of BRAC Bank Ltd.

1.5 Methodology

This is a qualitative type of research that briefly explore the overall training and development procedure of BRAC Bank Ltd. It has been administered by collecting both primary and secondary data.

Sampling Plan:

Population: The population of the study was the executives, operatives and fresher who are working in BRAC Bank Ltd.

Sampling unit: Employees of BRAC Bank Ltd.

Sample size: Total sample size was 18 respondents, which includes executives, operatives and fresher, here shown in the following table:

Executives	Operative employees	Fresher	Total
02	10	06	18

Chart 1: Sample Size

Sampling Method: The non-probability purposive sampling method was used for collecting the information and identifies the respondents.

Questionnaire design: Questionnaire was prepared with both open-ended and close-ended questions. One set of questionnaires was made for both executives and operatives. The closed questions were the Likert scaling questions.

Types of data: Mainly two types of data are used. They are described below:

- **Primary data:** The researcher directly by survey, observation and experience collects primary data. For example, if the researcher conducts a survey for the collection of data, the data is identified as primary data.
- **Secondary data:** Secondary data is the data taken by the researcher from secondary sources, internal or external. That means the data, which was collected and used previously for another purpose is known as secondary data.

Sources of data: Sources of data of this can be divided into two categories:

Primary Sources:

- Through questionnaire survey.
- Through observation and face-to-face conversation.

Secondary Sources:

- Annual report of BRAC Bank Ltd.
- Different textbooks.
- Web base support from the internet.

Data Analysis:

In the particular research, both qualitative and quantitative analysis (questionnaire analysis) has been followed. Quantitative questions were scaled with well-known Likert method. To analyze the gathered data different type of computer software were used such as Microsoft Word, Microsoft Power Point and Microsoft Excel.

1.6 Limitations

Training and development is intangible asset of an organization. Analyzing the total training program of an organization is not so easy. Moreover, due to obvious reasons scrutiny and confidentially, the organization personal usually do not want to disclose all the information about their procedures and policies concerning the training program. Time is another major limitation, where the duration of the program was eight weeks only.

Due to lack of time, it was difficult enough to prepare a qualitative report. Therefore, as the internship program was only for three months, it was not possible to get enough information from diverse sources. There was also lack of documentation and record for which there might not be enough information about the specific topic. Therefore as a bank most of its information are confidential, so as an internee it was difficult enough to get the right source with the actual information. Last but not the least is the lack of experience, which is one of the major limitations while working on the project.

Description of the job

My internship program at BRAC Bank Ltd. started on 7th April, 2015 and ended on 6th July, 2015. During these 3 months, I was assigned in various works in the HR Department of the bank. For my development and preparation to enter in the job world, it was a great experience. I have learnt a lot. As an intern, I was assigned to

different task periodically, which were very important for the department. First 5 weeks of my internship program, I have worked with the recruitment team. Then the last 7 weeks I was attached with the operation team.

Specific responsibilities of the jobs

During the first 5 weeks of my internship program, I worked with the recruitment team. BRAC Bank Ltd. MTO Recruitment 2015 was my first task. During the recruitment session, Ms. Lamiya Bushra, Head of Recruitment & Relationship, was there to guide me with every specific work, which was very important for the bank. Starting from sorting the CVs, conducting the panel interview, assessment interview, MD interview and the final selection of the interview I was there to help and organize. I also prepared the interview forms for the candidates during the panel and assessment interviews. Apart from that, I was given the following work to perform:

- Select the candidates for different posts depending on their qualification.
- Select the proper candidates CVs.
- CV data entry.
- Calling the candidates.
- Joining the selected candidates.
- Maintaining the external CVs.
- Collect mailing address and contact numbers of responsible person for sending those letters for sourcing potential candidates from private universities.
- Mail merging almost all the universities that exists in Bangladesh.
- Check MCQ exam papers of different recruitment examinations.
- Organizing and volunteering the Annual Town Hall Program, 2015.

Last 7 weeks of my internship program, I have worked under the operation team. Here, I have learned a lot how BRAC Bank Ltd. keeps record of the existing employees. Apart from that, I was given the following task to perform:

- Scan all new clearance, settlement, handover-takeover forms, exit interview forms, performance appraisal forms.
- Scan huge number of certificates of graduation.

- Scan employees' personal files from archive.
- Updating personal files in IFS.
- Updating all the employees education files in HRIS.
- Updating employees experience files in HRIS.

Chapter Two: Company Overview

2.1 Overview of BRAC Bank Ltd.

With a broad and associate network present all throughout the country with both local and international institution shareholders BRAC Bank Ltd. (BBL) is known the most active and influential private bank in Bangladesh. The journey of BRAC Bank Ltd. started on July 2001. However, the bank is now highly motivated with a view of creating opportunities and pursuing market niches. BRAC Bank Ltd. has been aggravated to present the ‘best-in-the-class’ services to its miscellaneous variety of customers spread across the country under an on-line banking dais. BRAC Bank Ltd. is one of the fastest growing and modern banks of Bangladesh, and is playing a fundamental responsibility as financial mediators connecting between the economic policies of the government with the rest of the economy.

Being a local bank and serving the banking need of the local people, Human Resource Division of BRAC Bank Ltd. maintain an accustom human resources management strategy and the division comprises of Recruitment, Compensation and Benefits, Learning and Development, Human Capital Development and HR Administration Department with a team of HR Relationship Managers who bridge HR support with the business needs.

BRAC Bank Ltd. is formerly SME (Small and Medium Enterprise) focused bank, which is playing a vital role in the socio economic, industrial and agriculture development together with the overall economic development. SME banking division is a supplementary and specialized horizon of the bank which serves the bank’s special focus in promoting broad based participation by catering to the small and medium entrepreneurs and this network of SME has already been established throughout Bangladesh.

BRAC Bank Ltd. has institutional shareholdings by BRAC, International Finance Corporation (IFC) and Shore cap International, has been the fastest growing Bank from 2004 to 2007. The Bank operates under a “double bottom line” agenda where profit and social responsibility go hand in hand as it strives towards a poverty-free, enlightened Bangladesh. The management of BRAC Bank Ltd. believes that the sector of the economy can contribute the most to the rapid generation of employment in Bangladesh.

2.2 Visions for the future

BRAC Bank Ltd. has their corporate vision. The corporate vision therefore states: “Building profitable and socially responsible financial institution focused on Market and Business with Growth potential, thereby assisting BRAC and stakeholders to build a just, enlightened, healthy democratic and poverty free Bangladesh.” Therefore, the vision is different from other banks, because, they thought about the people of the nation rather than thinking about their profit. Hence, BRAC Bank Ltd. is a knowledge-based unique organization; they learn continuously from their colleagues and clients. On top of everything by serving the customer's wants and needs, BRAC Bank Ltd. is trying their best to make Bangladesh a poverty free nation.

2.3 Mission

Mission of BRAC Bank Ltd. is similar to the other banks nevertheless it has some few differences. They include:

- As BRAC Bank Ltd. is mainly a SME focused bank, its main objective is to sustain growth in Small and Medium Enterprise sector.
- The bank’s intention is to low-cost deposit Growth with controlled growth in retail assets.
- Through self-liability mobilization, the corporate assets are to be funded. On the other hand, through syndications and investment in faster growing sectors it aims to have a growth in the assets.
- Nonstop attempt to increase non-funded income.
- Keeping a constant debt charge to 2% to maintain a solid and secured profitable growth.
- Attain efficient synergies among the bank’s branches, SME unit offices and BRAC field offices for delivery of remittance and Bank’s other products and services.
- Without any compromise on service quality BRAC Bank Ltd. manages various lines of business.
- BRAC Bank Ltd. also keep a divers, remote team fully controlled environment without any compromise on service quality.

- Keeping a diverse, remote team fully motivated and driven towards materializing the bank's vision into reality.

2.4 Objectives

The objective of BRAC Bank Ltd. is specific and targeted to its vision and to position itself in the frame of mind of the people as a bank with difference. The objectives can be stated as follows:

- Building a strong customer focus and relationship based on integrity, superior service.
- To strive for profit and sound growth.
- To finance the industry, trade and commerce in both the conventional way and by offering customer friendly credit service.
- To finance the international trade both in export and import.
- To create an honest, open and enabling environment.
- To develop the standard of living of the limited income group by providing Consumer Credit.
- To work as a team to serve the best interest of the owners.
- To base recognition and reward on performance.
- To relentless in pursuit of business innovation and improvement.
- To value and respect people and make decisions based on merit.
- To value the fact that BRAC Bank Ltd. itself is a part of BRAC family committed to the creation of employment opportunities across Bangladesh.

2.5 Goal

BRAC Bank Ltd. will be the absolute market leader in the number of loans that they have given to the small and medium enterprises throughout Bangladesh. In terms of service, quality and establishing relationships that helps its customers to develop and grow successfully BRAC Bank Ltd. will be an excellent organization. For both its employees and customers, BRAC Bank Ltd. is the Bank of choice.

2.6 History of BRAC Bank Ltd.

4th of July 2001 is when BRAC Bank Ltd. started its journey by special permission of the Supreme Court. It is originated from its source BRAC- Bangladesh Rural Advancement Committee that is known as the most successful NGO in the world. It was found in Bangladesh in 1972 and over the course of our evolution, established itself as a pioneer in recognizing and tackling different realities of poverty of which BRAC Bank Ltd. is one of the largest operational commercial ventures of the group. Due to successful story of the BRAC microfinance, BRAC Bank Ltd. is originated. There are a number of branches, SME Service Centers & SME/Krishi Branches, Apon Shomoy, ATM Booths, CDMs, SME Offices and SME Unit Offices. The bank has already proved to be the largest SME financier in just 12 years of its operations with a huge number of customers in Bangladesh and continues to broaden its horizon into Retail, Corporate, Foreign Remittance and other areas of banking.

BRAC Bank Ltd. is established under the banking companies act, 1991 and incorporated as a public limited company by shares on 20th May, 1999 under the companies' act 1994, in Bangladesh. To carry on all kinds of banking businesses is the primary objective of the bank. BRAC Bank Ltd. is a fully-fledged commercial bank, yet it has significantly contributed in the development of SME sector by creating a unique model of collateral free SME lending, which helps the SME entrepreneurs to get easy access to finance. Furthermore, with its wide distribution network, BRAC Bank Ltd. has reached the greater population even at the distant corners of Bangladesh.

BRAC Bank has been awarded with 'Sustainable Marketing Excellence Award' from CMO Asia in July 31, 2014, which is a part of Global Brand Excellence Awards of CMO Asia and of course, a prestigious one.

Before in 2013, BRAC Bank won 'Best Bank in Bangladesh Award' from Finance Asia, which is a part of Country Awards.

From The Asian Banker BRAC Bank won 'The Best Managed Bank' Award. Managing Director and CEO Mr. Syed Mahbubur Rahman has been accorded with 'The Asian Banker Leadership Achievement Award' for Bangladesh for achievement in the period 2011-2013.

The Asian Banker also awarded BRAC Bank for ‘Best Retail Bank’ in Bangladesh in 2011. BRAC Bank Ltd. has also received ‘ICAB National Award’ for Best Published Accounts and Reports 2010 as joint third position under banking category in 2011. BRAC Bank Ltd. has been awarded as the Sustainable Bank of the year 2010 at the ‘FT Sustainable Banking Awards.

BRAC Bank Ltd. also received the prestigious Business Award styled DHL-Daily Star Bangladesh Business Awards 2008 as ‘Best Financial Institution of the Year’ for its innovation in products, services, financial performance/productivity, company management and contribution to Bangladesh’s development. BRAC Bank Ltd. has also received National Award as the Highest VAT payer for the financial year 2007-2008 in national level in service industry.

BRAC Bank Ltd. has also been awarded ‘ICAB National Award’ from Institute of Chartered Accountants of Bangladesh (ICAB) for one of the Best Published Accounts and Reports 2007.

2.7 Product/Service offering

BRAC Bank Ltd. at present is focusing on the different areas of business activities. They may include:

- SME Banking
- Retail Banking
- Cash Management & Custodial Services
- Corporate Banking Division
- Communication
- Risk Management
- Service Quality
- Special Asset Management (SAM)
- Research & Development
- Company Secretariat, L & RA
- Credit Risk Management
- Technology
- Operations
- Treasury & Financial Institutions
- Human Resources Division
- Finance Division

2.8 Operational Network organogram

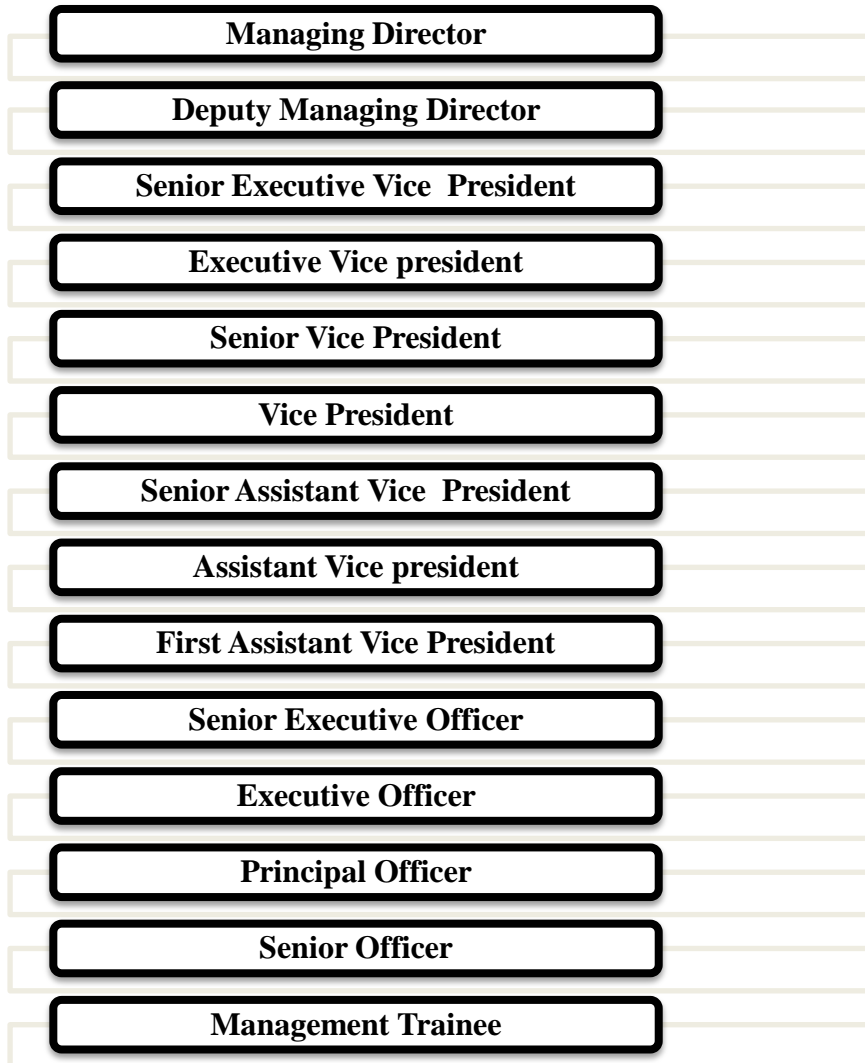


Chart 2: Operational Network Organogram

Chapter Three: Theoretical Aspects

3.1 Human Resource Management

Every organization or institute is composed up of people, acquiring of the services, boosting up the skills, inspiring the human resources to high level of performance, and ensuring that they persist to maintain their commitment to the organization which are needed in achieving organizational objectives as Human Resource Management (HRM) which is basically concerned with the people dimension in management.

Those organization that are able to attain, develop and expand, stimulate, and maintain exceptional human resources will be mutually effective and efficient. Survival of any organization requires proficient and competent management and work force coordinating their efforts in the direction of an ultimate goal.

Human Resource Management is an overall set of organizational activities directed at attracting, developing and maintaining and regulating an effective workforce.

3.2 Objectives of Human Resource Management

HRM has some specific objectives by which organization are benefited to be successful in attaining their goals. The objectives are given below:

- **To help the organization reach its goals:**

The HRM helps the organization to reach its target. Organization achieves their goals by the utilization of resources. Human resource utilizes all other resources without which an organization can never reach its goals.

- **To achieve effective utilization of human resources:**

Human resources are to be nature, motivated, encouraged contributing their best to the organization. The objective of HRM is to develop, expand and utilize all avenues to specify the human resources.

- **Employ the skills and abilities of the workforce:**

HRM is to build and protect the most valuable asset, people in the organization. This entails that human skills and abilities are to tracked rightly, bridge the gaps with realities and place them in the most competent jobs so that they can best use their skills and abilities.

- **To provide the organization with well-trained and well-motivated employees:**

The objective of HRM is to enhance the required skills and potential abilities through training and development processes.

- **To increase employee's job satisfaction and self-actualization:**

The human potential has an ability that is occupied only when they are pleased with the jobs and feel a sense of belongingness and fulfillers with their organization.

- **To achieve quality of work life:**

The HRM is to develop and sustain a superiority of work life that makes employment in the organization desirable. Quality of work life includes harmonious management and supervisory style, freedom and autonomy in decision-making, satisfactory and acceptable psychological condition, working hours and meaningful jobs.

- **To communicate HRM policies to all employees:**

Communication is an effective tool to know about the intentions of internal and external human bodies with which organization has at least some amount of interest. The internal HR communicates with polices programs and actions, which are relevant to their interest.

3.3 Functions of Human Resources Management

Within the functional area of human resources management, a huge number of activities must be proficient so that the organization's workforce can come up with an optional attribution to the organization's success. There are four basic function of human resources management (HRM):

- **Acquisition Function**
- **Training & Development**
- **Motivation**
- **Maintenance**

- **Acquisition Function:**

Acquisition function deals with the planning of the human resources. It includes job analysis, recruitment, selection and socialization.

- **Human Resources Planning:**

Human Resource Planning is the process that helps to provide a good number of adequate workforces to achieve their target.

- **Job analysis:**

One can identify the duties of the positions in the organization and the characteristics of the people to hire for them by the process of job analysis..

- **Job analysis methods:**

Job analysis is the methods that managers can identify in order to determine job elements, abilities, knowledge, skills and necessary performance. They may include the following:

- Observation method
- Individual interview method
- Group interview method
- Structure questionnaire method
- Diary method

- **Job analysis process:**
 - Functional job analysis
 - Position analysis questionnaire

Purpose of job analysis:

- Job description
 - Job specification
 - Job evaluation
- **Recruitment:** It is the process of findings and attracting qualified people for job. There are 2 types of recruitments. They include:

Internal recruitment channel:

- Job posting programs
- Departing employees

External recruiting channel:

- Walk-ins and write-ins
- Employee referrals
- Advertising
- Educational institutions
- Professional associations

Selection:

Selection process is a series of specific steps that helps the managers to decide which recruits to hire. This process begins when recruits apply for employment and ends with the hiring decision.

Steps in the selection process:

- Step 1: Preliminary reception application
- Step 2: Employment tests
- Step 3: Selection interview
- Step 4: Reference and background checks
- Step 5: Medical evaluation
- Step 6: Supervisory interview
- Step 7: Realistic job preview
- Step 8: Hiring interviews

▪ **Training and Development:**

The function of human resources management includes Training and Development

Training: Training is a method of developing certain attitudes, actions, skills and abilities in employees.

Development: Development helps to handle future responsibilities with little concern for the current job. The individual handle future responsibilities, with little concern for current job duties.

Training methods:

There are two types of training methods, which includes:

- On the-Job Training
- Off the-Job Training

▪ **Motivation:**

Motivation is the process that account for the individuals intensity, direction and persistence of effort toward attaining a goal.

Motivation in human resources management includes:

- Job design
- Performance Evaluation
- Rewards
- Job evaluation
- Compensation
- Discipline

An employee's job performance can be sorted as being determined by the level and interaction between ability and motivation.

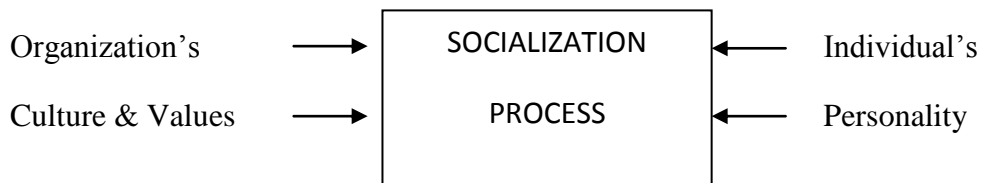
▪ **Maintenance:**

The objective of this function is to retain people who are performing at high levels. This requires that the organization provide. Safe and healthful working condition along with satisfactory labor relations refers to a proper maintenance levels which is required in each and every organization.

This function includes:

- Compensation administration
 - Benefits and services
 - Safety and health
 - Labor relations
 - Collective bargaining
 - Discipline
- **Socialization:** It is a development of getting new employees acquainted with the organization, its rules and regulations, culture, objectives and supervisors and other employees.

Socialization Process:



Socialization through orientation:

Orientation helps in introducing a new employee to the organization and to his or her working unit. It usually expands upon the required or given information received during the recruitment and selection stages which helps the managers to know the new employee.

3.4 Learning

After the orientation, training of the employees takes place after orientation takes place. Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. Training process modules the thoughts and views of employees that in return leads to quality performance of employees. Training programs are not necessarily always about works, it can also be about things related to work such as fire drills, first aid training for the office, earthquake drills and much more.

Education, personal development; schooling or training is a part of human learning. It may be goal-oriented and may be aided through motivation. Learning may occur because of habituation or classical conditioning.

Employee training are usually referred to programs that provide information to the workers, new skills or professional development opportunities. Depending on the matter of the subject, training might be executed by the staff members or by outside consultants.

By hiring new employees, organizations go through a training period, prior to being assigned major job duties. This specific training is usually intended to orient them to the position and to give them information they need to carry out their daily responsibilities. Part of this orientation could include meeting with the staffs and learning administrative tasks, such as filing paper work. They might also be prepared with mentors who can illustrate how to perform more specific job functions. A related strategy, called on-the-job training, allows new employees to learn their jobs as they do them.

3.5 Executives Education

Executives education plan have a propensity to focus on industries or roles, or on civilizing specific management with leadership talents, such as persuasion, negotiation, teambuilding or communication. Modified programs, which are customized for and offered to executives of a single company, symbolizes the fastest growing segment of the market. Customized programs help organizations to increase management potential by combing the science of business and performance management into specialized programs that enable executives to develop new knowledge, skills and attitudes. Therefore, these programs are usually in high demand, as markets shift and organizations must develop and impendent responsive business strategies.

3.6 Role of Training in achieving Organizational Objectives

- Ensuring effective communication between employees and minimizing conflicts.
- To ensure positive work environment in the organization.
- Making strategies for reducing the employee turnover rate.
- Managing grievances.
- To keep bird eye view on each employees performance and regularly providing feed backs on the same.
- To ensure latest appraisal methods, fair and unbiased salary hikes for keeping the employee motivated.
- To continuously stimulate a sense of belonging, responsibility and accountability in employees.

Here are some objectives which are given by HRM where it can perform its aforesaid functions in an organization. Some of the objectives are follows:

- To ensure employees satisfaction at every level.
- To ensure maintaining the quality of work life.
- To explore employees capabilities for performing a given job.
- To equip the employees with proper resources.
- To instill team spirit in employees.
- To keep the employees motivated
- To encourage the feelings of organizational loyalty in employees.

3.7 Successful Training Procedure

- Develop strategic training budget to support organizational objectives.
- Manage the need analysis process.
- Manage the design of training program.
- Deal with instructional design challenges.
- Select the best vendors and consultants.
- Assess the core competencies of your staff.
- Apply a competency –based hiring approach.
- Manage the course evaluation process.
- Manage the delivery of training programs.
- Select the most appropriate training strategies.
- Write mission statement for the training function.
- Highly effective training team.
- Create strategic and operational training plans.

3.8 The five stages of Training procedure

1. Need Analysis

- Identify specific job performance skills needed to improve performance and productivity.
- Use research to develop specific measurable knowledge and performance objectives.

2. Instructional Design

- Make sure all materials, such as video scripts leader guides, and participants work books, complement each other, and blend into unified training geared directly to the state learning objectives.
- Carefully and professionally handle all program elements-whether reported on paper, film, or tape-to guarantee quality and effectiveness.

3. Validation

- Introduce and validate the training before a representative audience. Base final revisions on pilot results to ensure program effectiveness.

4. Implementation

- When applicable, boost success with a train-the-trainer workshop that focuses on presentation and skills in addition to training content.

5. Evaluation and Follow-up

- Assess program success accordingly.
- Reaction: Document the learner's immediate reactions to the training.
- Learning: Use feedback devices or pre and posttests to measure what learners have actually learned.
- Behavior: Note supervisors' reactions to learner's performances following the completion of training.
- Results: Determine the level of improvement in the job performance and assess needed maintenance.

Training Methods:

On-the-job training (OJT) is a form of a training taking place in a normal working situation. On-the-job training, sometimes called direct instruction, is one of the earliest forms of training.

On-the-job training is still widely in use today. In fact, it is probably the most popular method of training because it requires only a person who knows how to do the task, and the tools the person uses to do the task. It may not be the most effective or the most efficient method at times, but it is normally the easiest to arrange and manage. Because the training tasks place on the job, it can be highly realistic and no transfer of learning is required. It is often inexpensive because no special equipment is needed is other than what is normally used on the job. On the other hand, OJT takes the trainers and materials out of production for the duration of the training time. In addition, due to safety or other production factor, it is prohibitive in some environments.

Off-the-job training method takes place away from normal work situations implying that the employee does not count as a directly productive worker while such training takes place. Off-the-job-training method also involves employee training at a site away from the actual work environment. It often utilizes lectures, case studies, role playing and concentrate more thoroughly on the training itself. This type training has proven more effective in allocating concepts and ideas.

3.9 Executive Development

In some organizations, there is a separate executive development team, in other organizations executive development that is handled as one of many activities by the larger corporate training group, and yet other scenarios there is no executive development activity to speak of.

In contrast to other corporate training and development activities, which have as their core principle to build strategic skills for employees, executive development plays a special role for the organization. Indeed some executive development is conduct for building strategic skills, yet executive development is also used to evaluate future potential, future executives as well as a mechanism for the CEO and the executive team to cascade their strategies, goals, and even elements of the culture to the rest of the management team and eventually the organization. In the best of cases, executive development not only helps an organization execute its key strategies, it can also help endow with input to the strategy creation process.

3.10 Difference between Training and Development

Training is a process of learning a sequence of programmed behavior. It improves the employee's performance on the current job and prepares them for an intended job. Training is a short-term process, which refers to instruction in the technical and mechanical problems. Therefore, training has a specific job related purpose.

Development not only improves job performance but also brings about the growth of the personality. Individuals not only mature regarding their potential capacities but also become better individuals. Development is a long term educational process which refers to philosophical and theoretical educational concepts. Therefore, it is a knowledge-based purpose.

Purpose of training

- To improve productivity: Training leads to increased operational productivity and increased company profit.
- To improve Quality: Better-trained workers are less likely to make operational mistakes.
- To improve Organizational Climate: Training leads to improved production and product quality that enhances financial incentives. This in turn increases the overall morale of the organization.
- To increase Health and Safety: Proper training prevents industrial accidents.
- Personal Growth: Training gives employees a wider awareness, enlarged skill base and that leads to enhanced personal growth.

Purpose of development

Management development attempts to improve managerial performance by imparting

- Knowledge
- Changing attitudes
- Increasing skills

The major objective of development is managerial effectiveness through a planned and a deliberate process of learning. This provides for planned growth of managers to meet the future organizational needs.

Chapter Four:
Training and
Development
Program of BRAC
Bank Ltd.

4.1 Introduction

The BRAC Bank Ltd. is committed to develop the human resources, the main driving force of the Bank through structured modular training programs. With a view to achieve professional excellence in Banking, BRAC Bank Ltd. conducts various courses, workshops, executive development program mainly for officers and Executives of the Bank. A part from the training courses being offered by the BRAC Bank Ltd., a large number of executives were nominated for undergoing various training courses at BIBM, BPATC, BBTA, ICCB, ICICI, BAFEDA, Academy for Planning and Development, etc.

Importance of Training & Development

The training and development is an ongoing process in BRAC Bank Ltd. with personal and professional development of talent seen as top priority. A part from in house training BRAC Bank Ltd. Human Resources Division offer on the job and the job both theoretical and practice levels training and development opportunities provided through a range of local, regional and international training programs that include training and development programs at functional, operational and managerial capacity.

4.2 The Purpose of Training of BRAC Bank Ltd.

BRAC Bank Ltd. offers broad diversity of training programs in order to guide and achieve three basic goals, which includes:

- Improvement of the Performance
- Enhancing Morality
- Deliver Measurable Results

Improve Performance

In order to improve the performance, BBL wants to know few specific things: How employees are performing currently; and how BBL wants them to perform tomorrow.

Performance improvement is the procedure to measure the output of a particular process, then modifying and organizing the procedure to enhance the output, enhance the level of efficiency, or increase the level of effectiveness of the procedure. It can be applied to either individual performance or a group or team based.

In BBL, the development process of performance improvement is the key concept of BBL, in which the managers and governing body of BBL put into a set and manages a program, which measures the existing level of performance of the BBL and then generates ideas for modifying BBL performance and infrastructure, which are put into a position to achieve higher output. The primary goals of BBL improvement are to increase the level of effectiveness and efficiency to develop the ability of the BBL to deliver goods and or services.

Enhance Morale

BBL wants their employees to enhance employee morale in order to get better service that they desire from their employee. Proper training is provided to the employees for the betterment of quality service.

Deliver Measurable Results

One of the main goal of training is to deliver a proper measurable result. BBL tries to state the training goals much cordially and it measures the outcomes of work against employee success. This helps to identify the impact of the program, and the learning is feedback into BBL without any additional cost.

These three common goals illustrate their broad training objectives. However some of their broad objectives are:

Customer Services

Better customer service might drive the employees to be better BBL. In this regard, BBL constantly supports in training session to guide and improve superior customer service.

Retention

BBL's employees have no fear of losing job, but BBL's authority tries to support their employees by proper training.

Efficiency

To increase the employees' efficiency in the working field, employees should be given proper training.

Growth

Better work experience leads an employee to get promotion.

4.3 Process of Training and Development

Employee training is one of the core responsibilities of BBL. Employee expansion is a collective responsibility of an organization and the individual employee. The responsibility of any organization is to endow with the right resources and environment that support the growth and development needs of the individual employee.

For employee training and development to be successful:

- BBL provides training that is required by the employees to reach the basic competencies for the job.
- BBL looks for learning opportunities in day-to-day activity. Some of the relevant questions which may hit them includes: Was there an incident with a client that everyone could learn from? Is there a new government report with implications for the BBL?
- BBL explains the employee enlargement process and persuade workforce to develop individual development plans.
- BBL supports staff they identify learning activities that make them an asset to it both now and in the future.

For employee development to be successful, the individual employee should:

- Look for learning opportunities in everyday activities.
- Identify goals and activities for development and prepare an individual development plan.

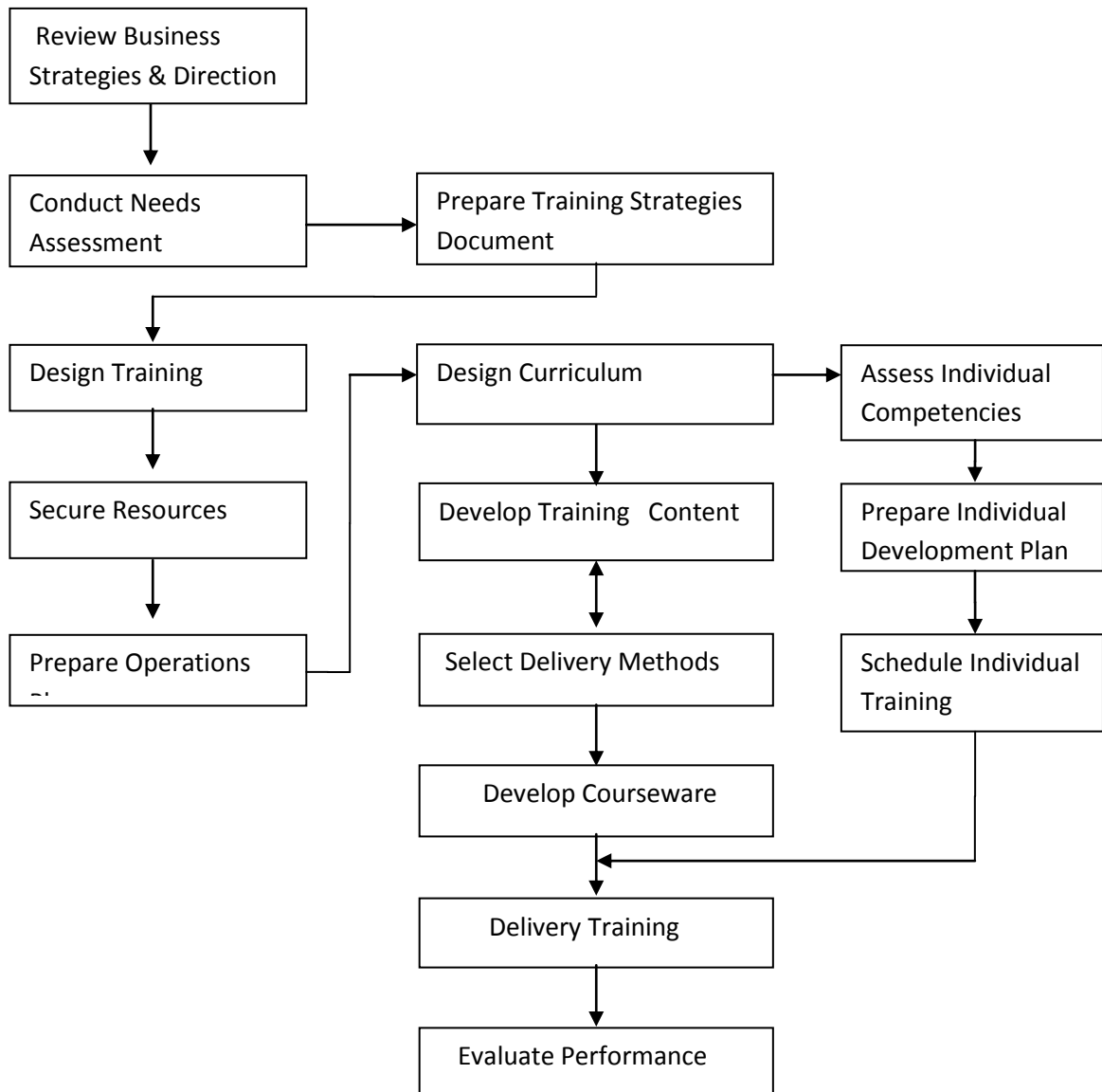


Figure 1: Training & Development Process

The individual development planning process:

The employee in partnership prepares an individual development plan with his or her supervisor. The plan is generally based upon the needs of the employee, the position and the BBL. A good individual development will be interesting, achievable, practical and realistic. It is implemented with the approval of the employee’s supervisor.

4.4 Training Needs Assessment (TNA) of BRAC Bank Ltd.

Without the right skills and targeted investment in learning and development, an organization cannot compete successfully. A carefully designed and implemented training needs analysis can prevent critical skills shortages and gaps as well as allocating resources to potentially ineffective learning and training programs.

There are some ways, which is followed by the BBL's employee for the need analysis:

Self-assessment

Self-assessment is a technique, which an employee uses to identify his or her skills, strengths, weaknesses, and values. Self-assessment tools should be used in order to assess themselves. Comparing the skills, knowledge and abilities with the specific job description. Last but not the least is the supervisor's feedback.

Position assessment is also being conducted to fulfill the requirements of the employee's current position. Job requirements should be identified along with the performance expectations. Identifying the skills, abilities and knowledge that highlights the ability to perform in the current job.

Task analysis

Building the training task is like constructing a detailed model of what needs to be covered. Fundamentally, BBL lays out what the trainers need to know and how it will go about teaching the employees.

Once the employees are comfortable with their own knowledge level, BBL constructs the steps necessary for teaching them which includes:

- Breaking the job into major functions.
- Breaking the functions into major tasks.
- Breaking the tasks into different steps.
- Identifying training outcomes.

Need Assessment Techniques for the Operatives and Fresher

The process that BBL follows to identify the training needs for operatives and fresher is following three different stages and raising some questions, which are showing chronologically:

- To determine what training is appropriate for the employee's jobs.
- To determine what training will improve the performance of the employee.
- To determine if training will make any difference.
- To identify the training needs from BBL problems.
- To link improved job performance with the BBL's goals and bottom line.

Step1: Define the problem

Determining the relevant training program for the new employee to improve their performance.

Step2: Is it important?

Determining whether it is going to make or bring any change to the new employee while working in BBL. Formulating the changes it would make.

Step 3: Determine Cause(s)

Determining the problem in depth, whether it is a problem of will or skill. If it is a deficiency of skill, then take necessary action against it.

Step 4: Arrange Formal Training

After determining, the deficiencies of skill take proper action by arranging formal training for the new employees. Thus, it would help the trainers to come up with different ideas of how to develop them in their own training methods.

Step 5: Arrange Practice

Practice makes a man perfect. The more you practice, the more you get expert in something particular. Training helps the employees to make themselves perfect in some ways by being train by the most expert trainers.

Step 6: Arrange Feedback

After receiving the training, the new employees are given an examination, where they have to pass in order to work for BBL. Thus, it helps both the organization as well as the employee to judge themselves in order to serve for the bank.

Need Assessment Techniques For The Executives:

Executives in BBL receives training in a regular basis in time interval, formal trainings are given in timely basis. They wanted to introduce online basis banking which remarks to train some of their employees for their betterment.

4.3 Training and development methods followed in BRAC Bank Ltd.

BRAC Bank Ltd. recognizes Human resources development as one of the core part in any BBL sustainability, growth, development and expansion.

Activities:

BBL conducts various courses, executive development programs and workshops, mainly for Officers and executives of the bank. BRAC Bank Ltd. is devoted to develop the human resources, which is the main driving strength of the bank through structured modular training programs.

Training & Development Program:

Staff Development & Training:

Training refers to the acquirement of knowledge, information, skills and competencies. Today it is often referred to as professional development concerned with workplace learning to improve performance.

Major Responsibility of Training Wing:

Major responsibility of training wing is to ensure minimum 30 hours training sessions in a year for the permanent employee.

Need Based Training Course:

Need based training course focus on development of general knowledge and skill corporate executives.

Skill Based Training Courses:

Skill based training courses focuses on skill development and improvement of the respective desk related activities such as computer literacy, analytical ability, loan processing, reporting techniques, credit analysis, etc.

Knowledge Based Training Courses:

Focuses on developing knowledge reading the respective desk related activities such as operational process, policy, compliance issues etc.

Orientation Training:

Orientation training focuses and aims to introduce the newly recruited employees with the structural and operational procedure of different divisions of the BBL.

Based on Implementation Process:

- **In-house Training:** This is usually a classroom based training session where everything is done in indoor. This program of training is e-learning type of training.
- **External Training:** This is usually a local training type where trainers are trained sometimes in their own country or they are sent abroad to complete a program of training.

Training & Development Courses:

- **In-house Courses**

The training is conducted by the own resources in the own premises.

- **E-Learning:**

E-learning is a web-based module to enhance and improve employee knowledge on activities of different divisions of the bank.

- **Local Institution Courses:**

The training is essentially conducted by external resources in external premises or by external resources in the premises of BBL.

- **Foreign/ Abroad Courses:**

The training takes place overseas and are usually conducted by foreign resources.

Policy Training Program:

BRAC Bank Ltd. has the specific training program for its Policy Trainees. They include:

- Orientation participation with various miscellaneous Departments.
- Attachment with each possible Departments.
- Attachment with SME unit offices and branches.
- On job hands on training according to job description.
- Mentoring and guiding.

The training programs are vitally divided into two major parts. One part is the training on foundation courses and the other part includes attachment in core and support business and operations unit.

Core banking training comprises of BIBM- foundation course, Induction and SME & Retail attachment. After completion of foundation courses, the trainers attach in different departments on core business departments and operations departments.

BBL provides T&D in two categories, which are described in sequence:

4.3.1 Training Methods for the Fresher

Classroom training:

Courses, Seminars, Workshops

These are formal training opportunities offered to employees either externally or internally. A trainer or facilitator who is an expert can be brought into BBL to provide the training session. The employee can either be sent to one of these learning opportunities during work time. BBL provides it within their own trainer some while they send outside or hire external for the new employees.

Mentoring:

Mentoring is more or less related to coaching. Mentoring follows when BBL's experienced manager, seniors and experts provides guidance, regulation and advice to any junior employee.

Job shadowing:

A new or existing employee might want to learn or follow what their colleagues are doing by observing their work. This helps them to know the other roles that are played in BBL. This helps to gather more knowledge about the bank itself and how things should be done.

Critical incident notes:

Activities which are done on daily basis are always a source of learning opportunities for the employees of BBL. Self-effort learning process which are created by the employees from critical incident are practiced by these employees. This in return helps to improve in the areas they are behind.

Conferences and forums:

Employees attend the conference that focuses on relevant topic that goes with their position. After this, the employees make their own presentation in enhancing the learning experience. Therefore, at the end of a specific period the employees call for a conference.

Committees:

Committees are a major activity part in BBL. These committees are made up of work force from different areas of BBL, which are a great beneficent for the banks.

4.4.2 Training methods for the executives**Job expanding:**

The respective managers decide and assign the job duties of the specific employees. Therefore, when the employees are successful fulfilling their specific tasks they get the floor to challenge something greater.

Job rotation:

On a short period basis, employees should be given the chance to work in different area of BBL. This helps them to get to know the responsibilities of their colleagues.

Stretch assignments:

These stretch assignments furnish the employee and prospect to stretch past his or her current abilities. This helps them to evaluate themselves and identify necessary things that need to be improved.

Chapter Five: Questionnaire Survey Analysis and Major Findings

5.1 Questionnaire survey Analysis

A .Training Need Assessment is supportive for your organization to identify the training objectives and formulate the training program.

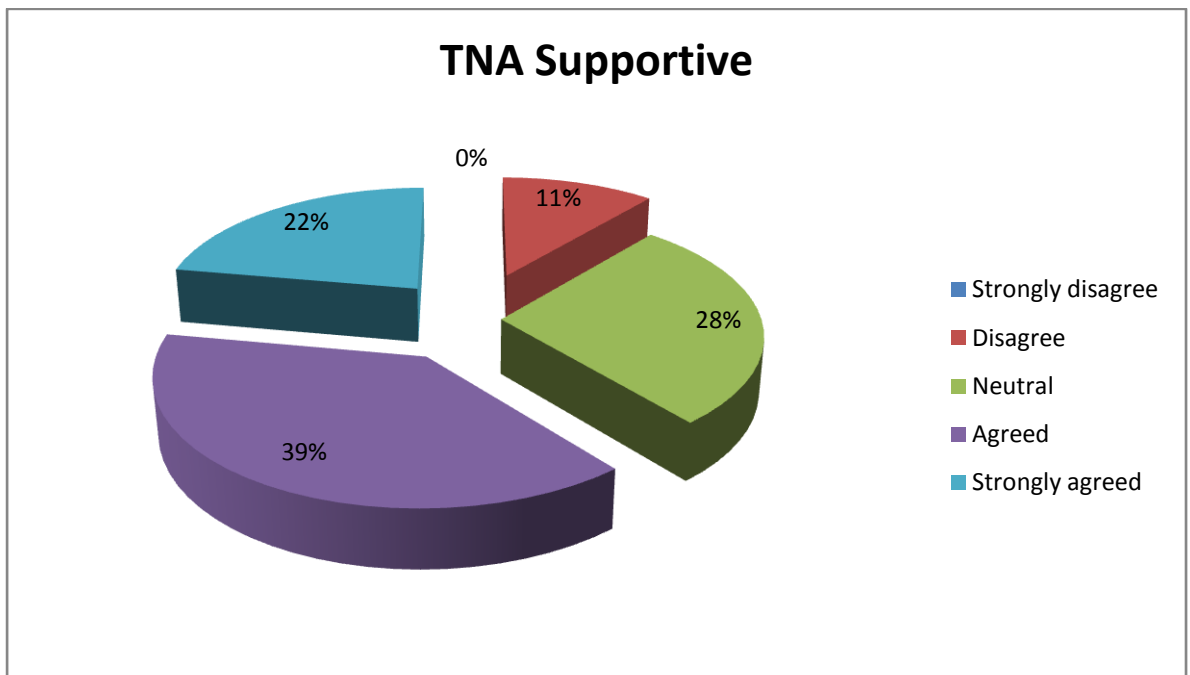


Figure 2: Training Need Assessment Support

Here we see that 39% of the respondents agreed and 22% respondents are strongly agreed, 28% respondents were neutral, and 11% respondents disagreed about this statement.

The organization can easily understand the training needs of the employees; moreover, they know how TNA works and is essential for the organization. The employees sometimes feel that TNA is not supportive for identifying organizational goals. The graph here shows all stories towards TNA.

B. The organization follows a specific TNA method to achieve the training objectives.

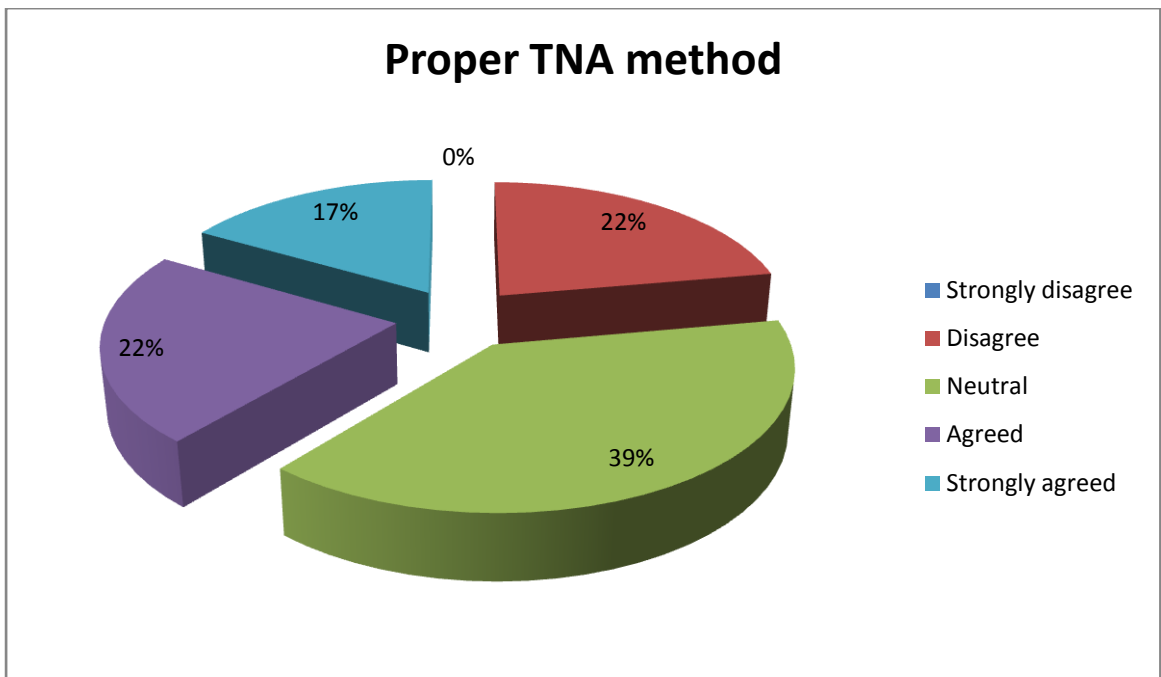


Figure 3: Proper TNA Method

In this statement 39% of the respondents were neutral that organization follows a specific TNA method, 22% respondents disagreed, 22% respondents agreed and 17% respondents strongly agreed about the impact of specific TNA method to achieve the training objectives.

Maximum employees are not highly informed about well dressing on TNA procedure for which employees kept neutral. This might not be a good sign; employees should be well clued-up about TNA.

C .Training methods applied in the organization is satisfactory and effective.

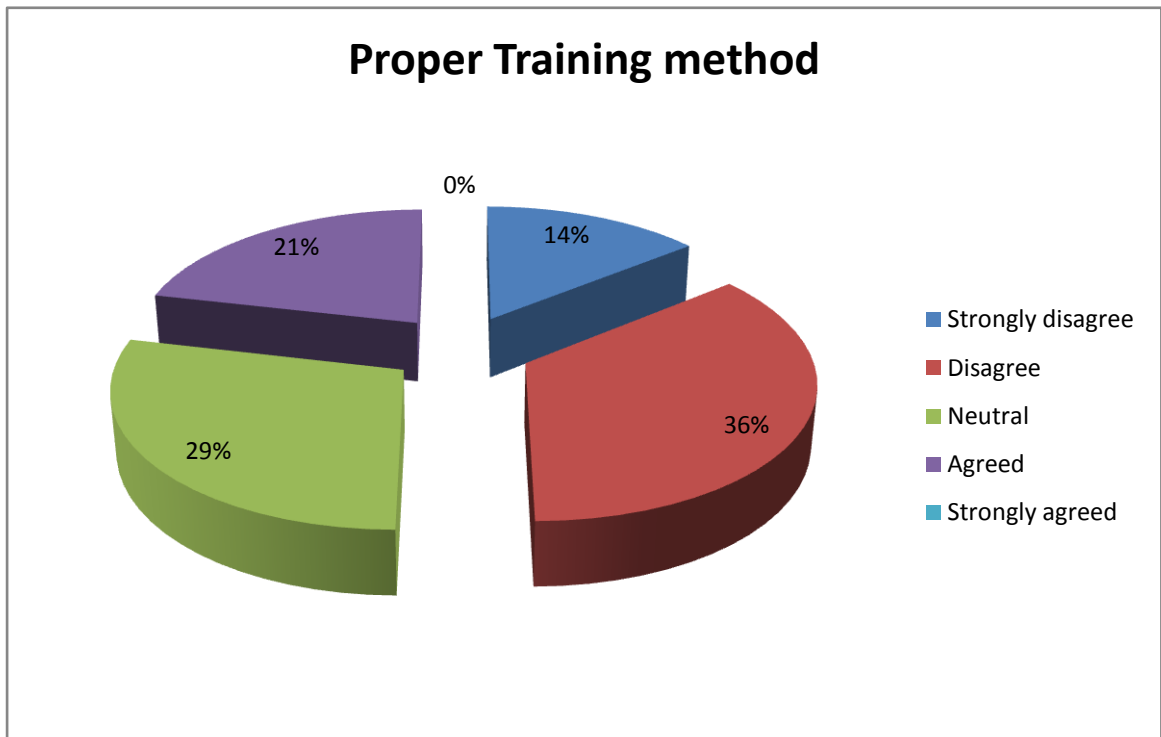


Figure 4: Proper Training Method

Here we see that 36% of the respondents disagreed about the statement, 29% respondents were neutral, 21% respondents agreed and 14% respondents were strongly disagreed about the training methods applied in the organization.

Satisfaction on training is highly depending on training method, the consistency of similar process of training method might not increase employee satisfaction.

D .Training evaluation is an essential function to achieve the training objectives

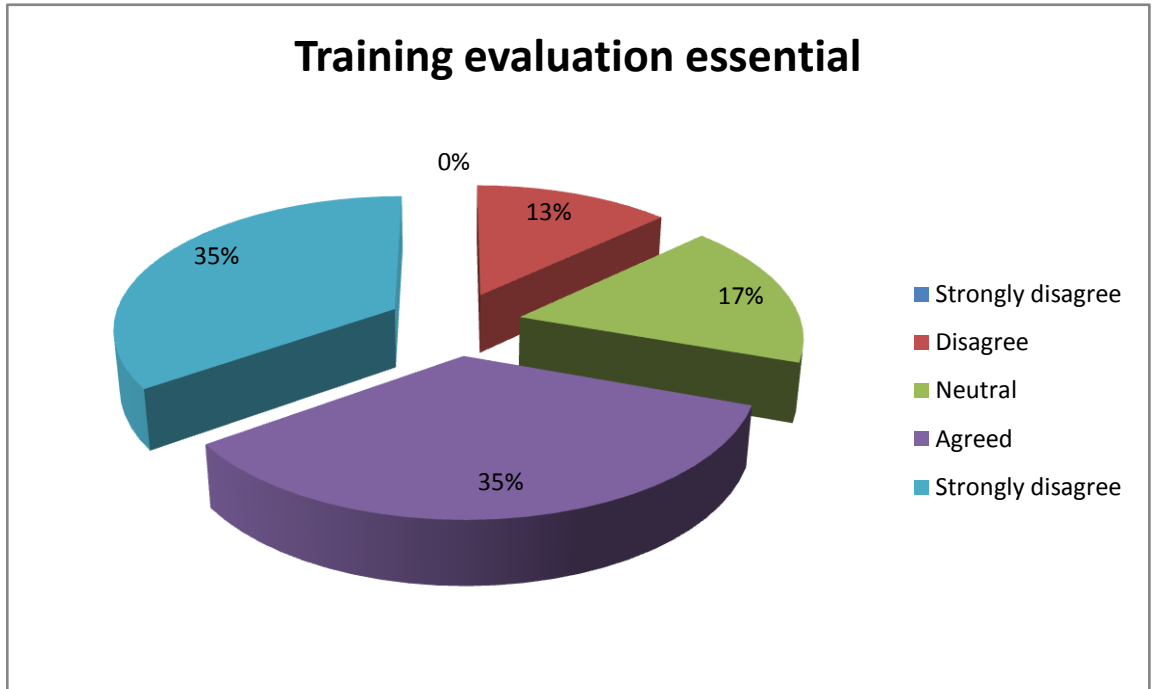


Figure 5: Training Evaluation Essential

Here we can see that 35% of respondents agreed and strongly agreed that training evaluation is essential function to achieve the training objectives, 13% respondents disagreed, and 17% respondents were neutral about the statement.

The main objectives of training evaluation are clearly associated to the training goals, which are precise by the training evaluation procedure. Here we see that huge amount of employees agreed with this statement.

E .Training systematic and organization executes training evaluation to ensure the effectiveness of training program.

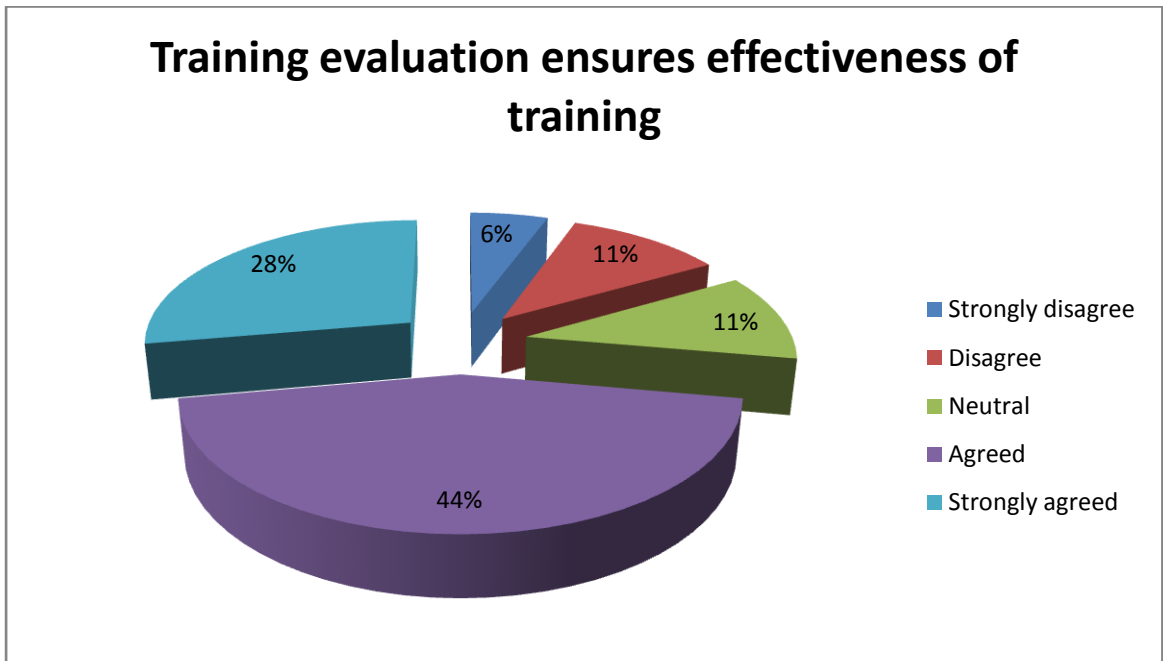


Figure 6: Training Evaluation Ensures Effectiveness of Training

In this statement 44% of the respondents said that they agreed, 28% respondents said that they strongly agreed, 11% said that they are neutral and disagreed and 6% respondents said that they strongly disagree about the training evaluation ensures effectiveness of training.

Surprisingly the big portion of the employees agreed on the statement, which is controversial to other statements. However, the assessment of the statement is that most of the commercial banks promote employees, heightening their ranks depending on performance appraisal.

F .The performance of employee is at the expected level after providing facilities.

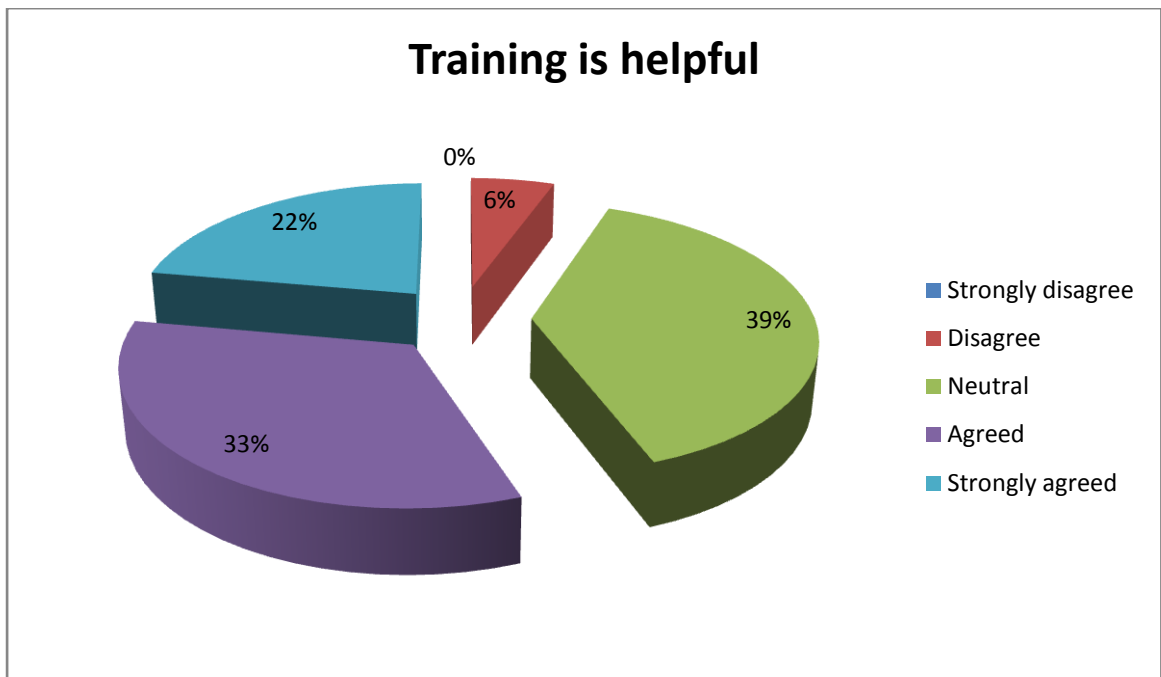


Figure 7: Training is Helpful

In response to the statement here 39% of the respondents said that they were neutral, 33% respondents said that they agreed, 22% respondents said that they strongly agreed and 6% respondents said that they disagree about the performance of the employee is at the expected level after providing facilities.

High percentage of neutrality comes something awkward, actually, the personal assessment is that employees are not highly interested in participating training programs. This statement means that when an employee gets some facilities or rewarded from the company then he is interested to do better performance for the organization.

G .Trainers are well equipped and well trained who provide the training.

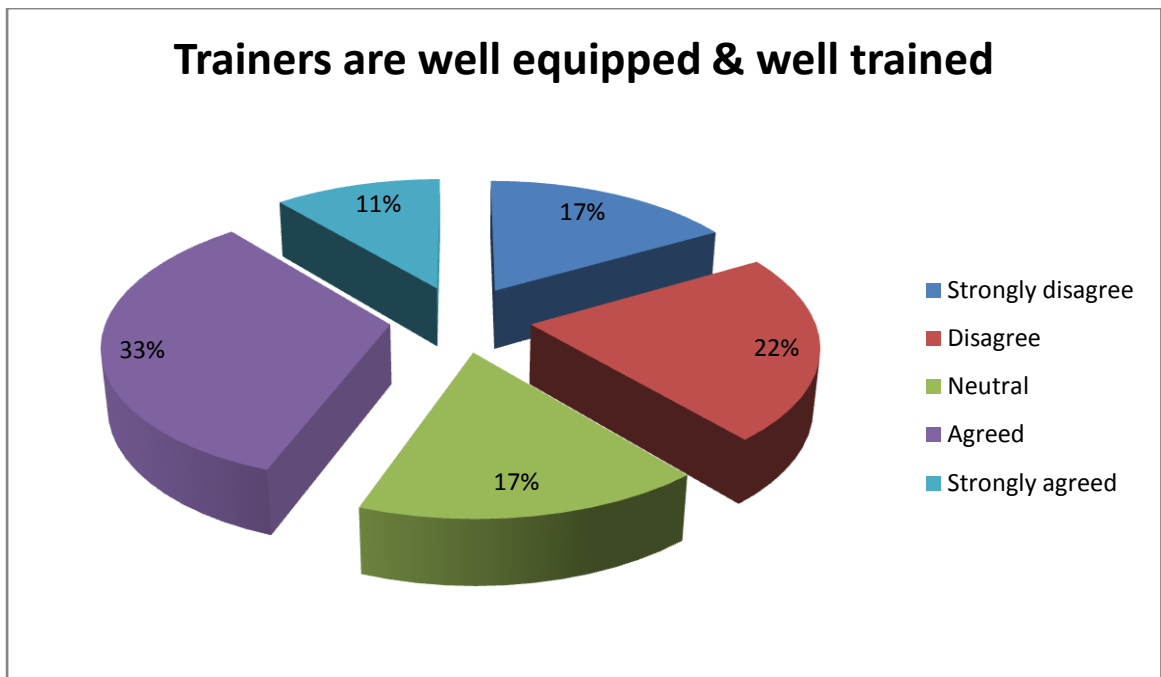


Figure 8: Trainers are Well Equipped & Well Trained

Here 33% of the respondents agreed, 22% respondents disagreed, 17% respondents were neutral and strongly disagreed and 11% respondents strongly agreed that trainers are well equipped and well trained who provide the training.

Here we see that employees are not satisfied the way they are trained, obsolete systems of training tools are no ore welcome any way. The graph shows the actual scenario about training tools. Who gives training to the employees he should be well equipped.

H .Trainers design is friendly and favors the trainees to make the program effective.

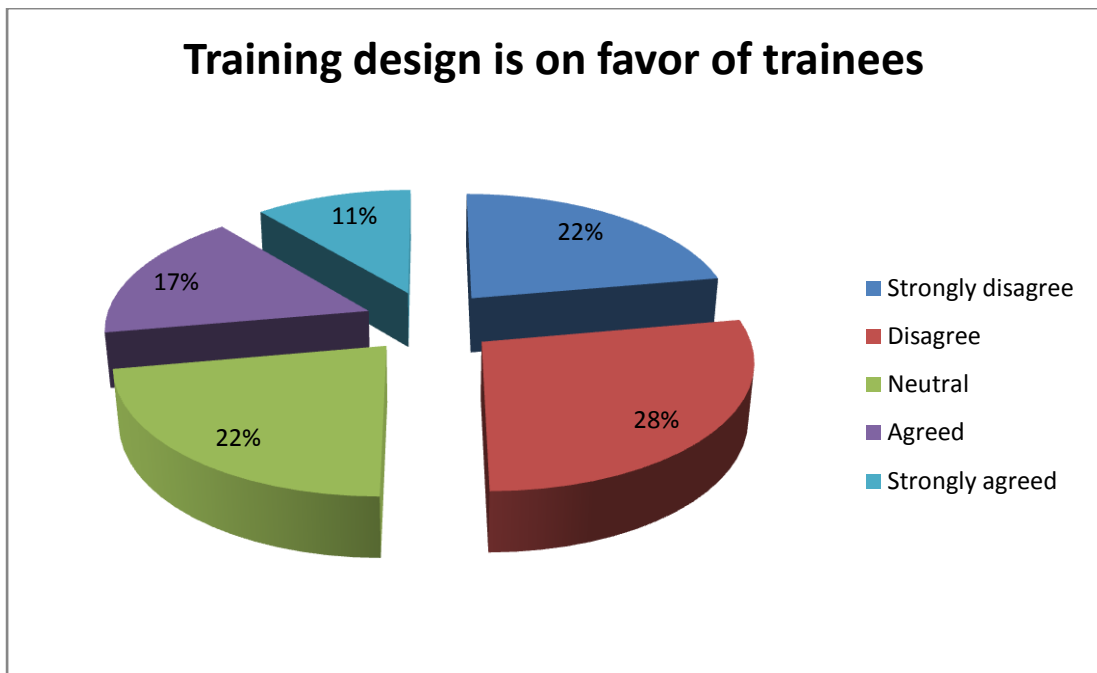


Figure 9: Training Design is on Favor of Trainees

Here we see that 28% respondents disagreed, 22% respondents were neutral and strongly disagreed, 17% respondents agreed and 11% respondents strongly agreed that, trainers design is on favor of trainees to make the program effective.

Training does not meet trainee's expectation; some obsolete design is still practical in BBL, which comes forward by the graph. Here a trainee comes for learn something. Therefore, the person who gives training must be friendly and he has to support the employees for their good performance to make the program effective.

5.2 SWOT Analysis of BBL's Training Program

Strengths

BRAC Bank Ltd. has a number of strengths. As BBL has a very huge training center along with a huge potential of efficiency, the internal experts are very much proficient of providing guidance and training to the trainees. BRAC Bank Ltd. can provide training to a huge number of employees that in return saves a lot of time. These expert trainers are highly renowned among the banking sectors that make the training of BBL more prominent. Therefore, having a huge number is the biggest strength for BBL, because it influences as the opportunity in the career growth.

Weaknesses

As the training center of BBL is not so remarkable, it is the greatest weakness for BBL. Therefore, the equipment they use for the training purpose is not updated or modern, which one of the biggest lacking for the bank.

Opportunities

The trainers who are experts can even be trained outside of BBL, which is the biggest opportunity for the employees.

Threats

The experts from BBL can switch their jobs in search of better opportunities, which can be a major threat for BBL. Therefore, other commercial or multinational banks around the country are already using modern equipment for the training purpose.

5.3 Major Findings

BBL is one of the most renowned banks in Bangladesh. It is very much prominent for the training it gives to its employees. However, out of all these it has few demerits that need to be figure out as soon as possible. The Training Need Assessment (TNA) is of a good standard. The resources they use during the training period are old and obsolete. As they maintain a similar and constant process of training, it hampers the satisfaction of the employees and as a result, they are not motivated to have the training session. However, the questionnaire survey gives us a vast analysis of the overall training process of BRAC Bank Ltd.

Recommendations

- Training evaluation procedure must be clarified and specified.
- Organizations mission and vision has to be clarified to all employees in regard to be clarified of training goals.
- Training methods should be friendly and flexible depending on individual capacity.
- Employees should be clearly stated the training goals.
- BBL should formulate tools to measure the trainer's abilities.
- Training methods should be encouraged to be two-way communications.
- TNA should formalize and followed and made it clears to all employees how it links to organizational goal.
- Training institution should be more decentralized.
- Employee ought to be given more rewards, based on their performance.
- Training tools that are modernized and updated should be used.
- Training evaluation should be more specific and measurable.

Conclusion

BRAC Bank Ltd. has to convert to all of their training system and policy of traditional banking in to a modern system. As they have huge opportunities in case of large number of branches and employee number. The modernization and digitalization might come them very a very strong chance to lead the banking sector. I think which might be a practical and bold decision. There are lots of local and foreign bank in Bangladesh; the BRAC Bank Ltd. is one of the promising private bank among them. In this competitive market, BRAC Bank Ltd. has to struggle not only the other commercial banks but also the other public commercial bank. BRAC Bank Ltd. is much more capable of number of employees. If it invests more funds in training and development and proper procedure to utilize them, it will like leading company. It is obvious that the right thinking of this bank including establishing a successful network over the country and increasing resources will be able to play a considerable role in the portfolio of development. Success in the banking business largely depends on effective nursing of human resource into real resource not the member of just human.

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Sources:

Learning & Development, BRAC Bank Ltd.

Human Resource Department

Appendix

I. Questionnaires

Questionnaire

This is Saima Sadia, student of BBA program, BRAC Business School, BRAC University. I am conducting a research on the topic on ' Evaluation of the Training and Development Process of BRAC Bank Limited.' I am assuring you that your information will be used exclusively for academic purpose only and will be kept confidential.

Please write down the correct answer you think appropriate by tick in specified category and answer on dash..... area only. Your co-operation in answering the following questions will be highly appreciated.

Thank you.

General information

Name

Department

Designation

Open-ended question

1. What are the importance of training and development program in your organization

2. What are the objectives of arrangement of training and development program in your organization

3. What methods of employee training and executive development arrangement in your organization

II. Closed Questions

Closed questions

Please mark your opinion on the following statements

1=Strongly Disagreed, 2=Disagreed, 3=Neutral, 4=Agreed, 5= Strongly Agreed

SL	Statements	5	4	3	2	1
1.	Training need assessment is supportive for your organization to identify the training objectives and formulate the training program.					
2.	The organization follows a specific TNA method to achieve the training objectives.					
3.	Training methods applied in the organization is satisfactory and effective.					
4.	Training evaluation is an essential function to achieve the training objectives.					
5.	Training evaluation is systematic and organization executes training evaluation to ensure the effectiveness of training program.					
6.	The performance of employee is at the expected and well trained who provide the training.					
7.	Trainers are well equipped and well trained who provide the training.					
8.	Trainers design is friendly and favors the trainees to make the program effective.					

III. Job Grades and Functional Designation

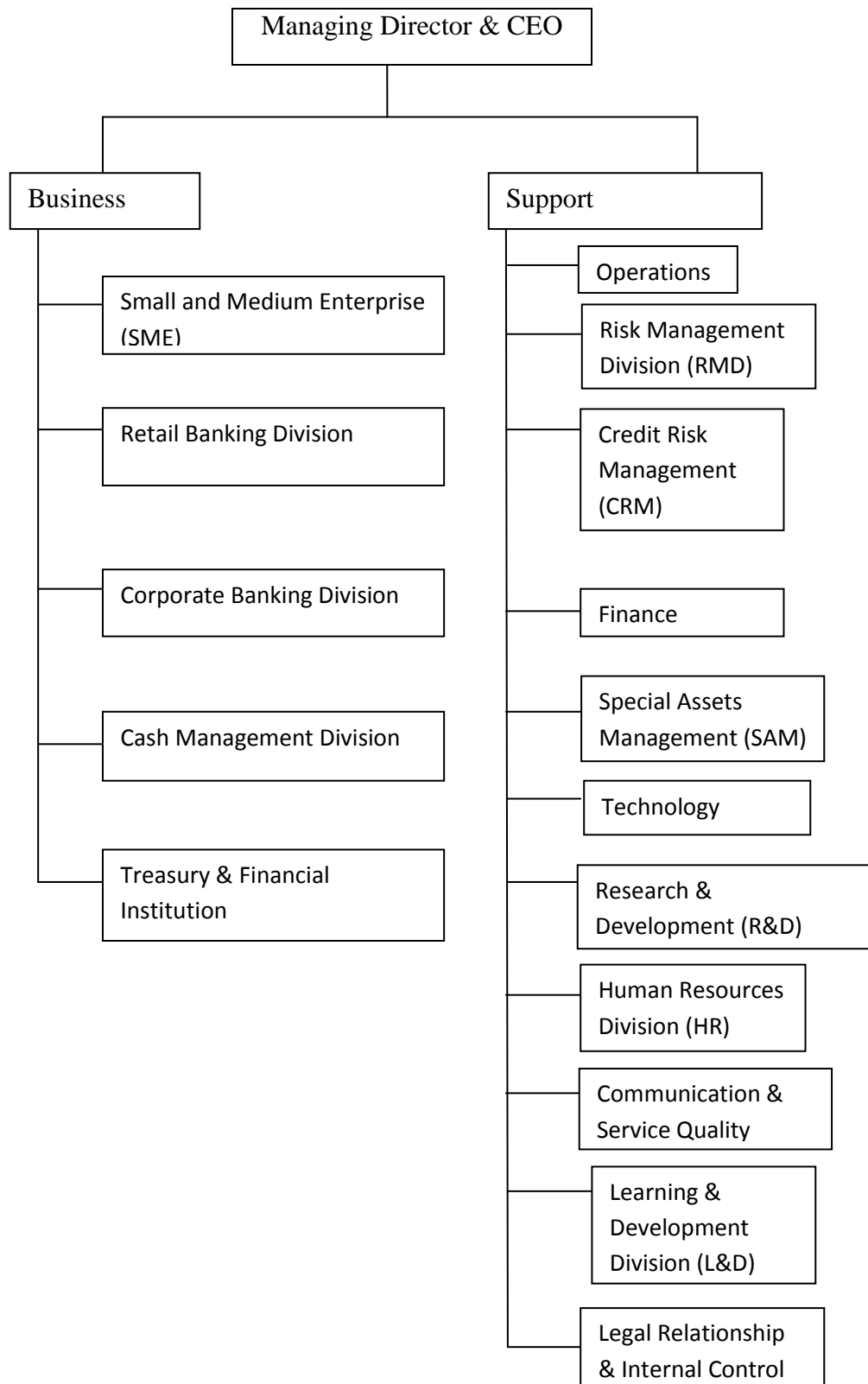
BRAC Bank Ltd. has the following job grades in its structure:

Deputy Managing Director (DMD)
Senior Executive Vice President (SEVP)
Executive Vice President (EVP)
Vice President (VP)
Senior Assistant Vice President (SAVP)
First Assistant Vice President (FAVP)
Assistant Vice President (AVP)
Senior Principal Officer (SPO)
Principal Officer (PO)
Senior Officer (SO)
Officer Grade II (OGII)
Officer Grade I (OGI)

Functional Designation:

<u>JOB GRADES</u>	<u>FUNCTIONAL DESIGNATION</u>
OGI & OGII	Officer
SO-PO	Associate Manager
SPO	Manager
AVP-FAVP	Senior Manager
SAVP-VP & above	Head

Chart 3: Organizational Structure



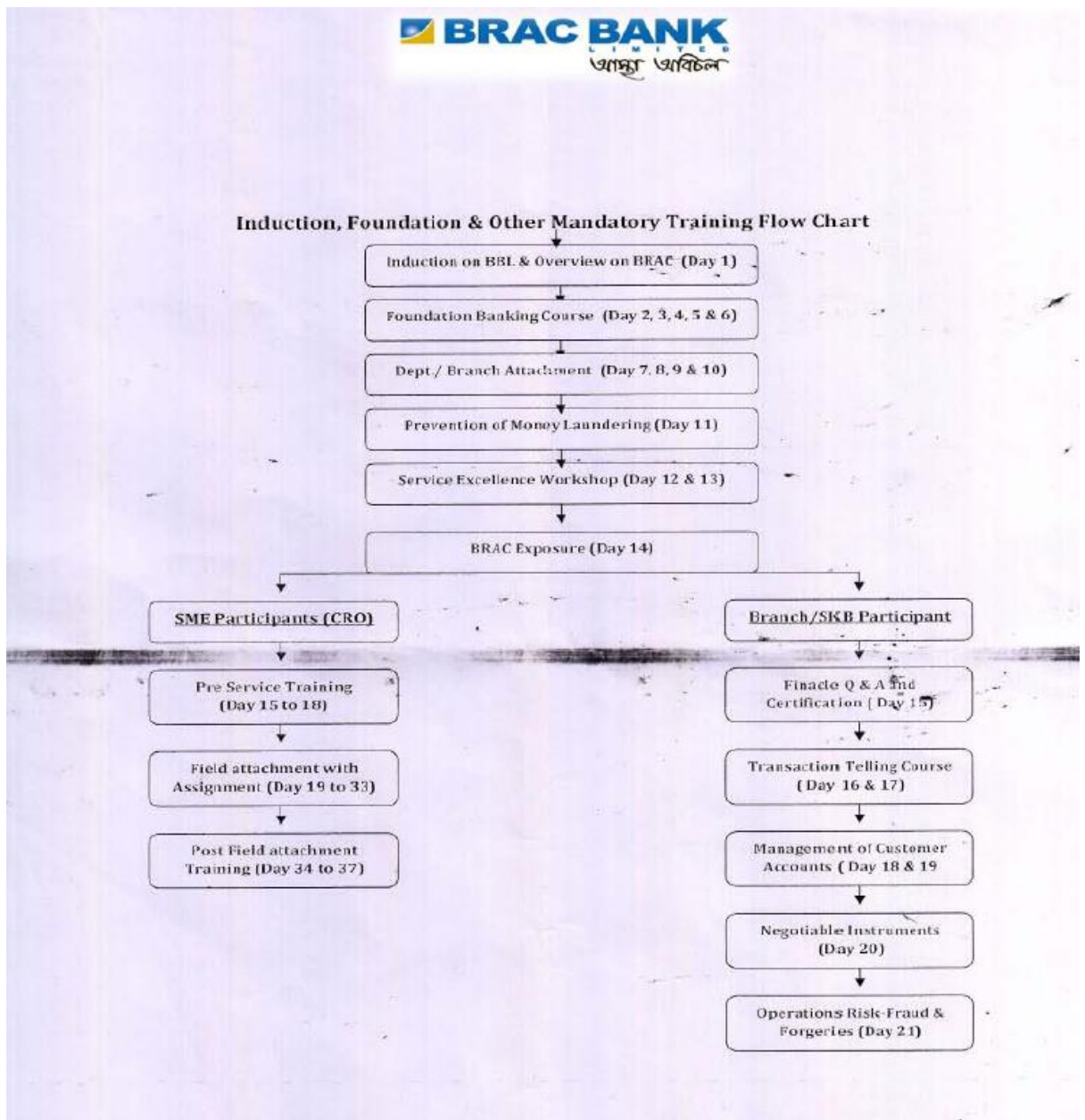


Chart 4: Training Flow Chart

Source: Learning & Development, BRAC Bank Ltd.

IV. Consolidated Balance Sheet

BRAC BANK LIMITED Consolidated Balance Sheet (Un-audited) As at 30 June 2015	BRAC BANK	
	June 2015 Taka	December 2014 Taka
PROPERTY AND ASSETS		
Cash	19,549,568,570	17,091,323,727
Cash in hand (Including foreign currency)	10,195,304,773	7,560,169,362
Balance with Bangladesh Bank and its agent Bank(s) (Including foreign currency)	9,354,263,797	9,531,154,365
Balance with other Banks and Financial Institutions	27,056,953,116	25,264,857,467
Inside Bangladesh	24,259,222,980	24,096,693,266
Outside Bangladesh	2,797,730,136	1,168,164,201
Money at call and short notice	250,000,000	-
Investments	19,546,104,914	24,225,504,521
Government	14,403,481,418	20,559,303,620
Others	5,142,623,496	3,666,200,901
Loans and advances	131,097,318,665	124,299,994,135
Loans, cash credit, overdrafts etc.	130,136,831,630	123,717,849,561
Bills purchased & discounted	960,487,035	582,144,574
Fixed assets including premises, furniture and fixtures	3,658,374,079	3,552,406,494
Other assets	15,134,927,697	13,857,269,390
Non-banking assets	-	-
Goodwill	1,442,245,491	1,442,245,491
Total Property and Assets	217,735,492,532	209,733,601,225
LIABILITIES AND CAPITAL		
Liabilities		
Borrowings from other banks, financial institutions & agents	12,752,859,414	9,354,167,049
Borrowings from Central Bank	3,835,651,173	2,387,403,892
Convertible Subordinate Bonds	3,000,000,000	3,000,000,000
Money at Call and Short notice	7,003,400,000	1,220,000,000
Deposits and other accounts	141,590,348,537	146,366,349,410
Current accounts & other accounts	60,492,088,956	58,303,386,705
Bills payable	1,279,585,119	1,035,003,537
Savings deposits	26,661,180,486	25,820,159,618
Fixed deposits	52,196,443,733	60,785,364,555
Other deposits	961,050,243	422,434,995
Other liabilities	29,476,715,178	26,794,547,893
Total Liabilities	197,658,974,302	189,122,468,244
Capital and Shareholders' Equity		
Paid up share capital	7,092,873,210	7,092,873,210
Share premium	4,781,671,715	4,781,671,715
Statutory reserve	3,470,350,332	3,470,350,332
Revaluation reserve	582,862,056	693,004,816
Share money deposit	23,715,983	23,715,983
Surplus in profit and loss account/Retained Earnings	2,822,917,381	3,226,959,721
Total shareholders' equity	18,774,390,677	19,288,575,777
Minority Interest	1,302,127,553	1,322,557,204
Total equity	20,076,518,230	20,611,132,981
Total Liabilities and Shareholders' Equity	217,735,492,532	209,733,601,225

BRAC BANK LIMITED
Consolidated Balance Sheet (Un-audited)
 As at 30 June 2015



OFF BALANCE SHEET ITEMS

Contingent Liabilities

Acceptances and endorsements	13,213,285,664	7,433,193,266
Letter of guarantees	3,927,190,992	4,250,216,847
Irrevocable letter of credits	14,390,394,650	17,331,651,842
Bills for collection	1,218,732,892	343,486,634
Tax liability	83,700,000	43,700,000
Other contingent liabilities	8,416,457,235	8,311,105,241

Total Contingent Liabilities

Other Commitments

Documentary credits and short term trade related transactions	-	-
Forward assets purchased and forward deposits placed	-	-
Undrawn note issuance and revolving underwriting facilities	-	-
Undrawn formal standby facilities, credit lines and other commitments	-	-

Total Other Commitments

Total Off-Balance Sheet items including contingent liabilities

	June 2015 Taka	December 2014 Taka
Total Contingent Liabilities	41,249,761,433	37,713,353,830
Total Other Commitments	-	-
Total Off-Balance Sheet items including contingent liabilities	41,249,761,433	37,713,353,830



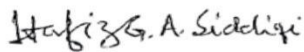
Chief Financial Officer



Company Secretary



Managing Director & CEO



Director



Director



Chairman