



INTERNSHIP REPORT

INTERNSHIP REPORT
ON
LEQUIDITY TRANSFERING PROCESS IN BRAC BANK LIMITED

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Date of Submission

28.04.2016



Inspiring Excellence

INTERNSHIP AFFILIATION REPORT ON

LIQUIDITY TRANSFERING PROCESS IN BRAC BANK LIMITED

Letter of Transmittal

Date: 28.04.2016

To

ARIFUR RAHMAN KHAN
INTERNSHIP SUPERVISOR
BRAC BUSINESS SCHOOL
BRAC UNIVERSITY
DHAKA.

SUBJECT: Submission of Final Affiliation Internship Report

Dear Sir

With due respect, I would like to submit the report on **“LEQUIDITY TRANSFERING PROCESS IN BRAC BANK LTD.”** which was the topic of my internship program. I would like to inform you that this report was prepared by me under the supervision of my internship supervisors. I believe that this internship program has given me a great opportunity to enrich both of my knowledge and experience about the corporate banking, working as a core function to be the best bank. I gave my level best effort to fulfill the objective of the report and believe that it will meet all the circumstances and expectations. I have tried utmost to include all the relevant information and analysis to make the report comprehensive as well as workable.

May I, Therefore, wish and hope that you would be gracious enough to accept my effort and oblige thereby.

Sincerely

RABIUL HOSSAIN CHOWDHURY
BRAC BUSINESS SCHOOL

ID: 11304050

Major: **finance**

ACKNOWLEDGEMENTS

The successful accomplishment of this Internship Report is the outcome of the contribution and involvement of a number of people, especially those who took the time to share their thoughtful guidance and suggestions to improve the report. It's difficult for me to thank all of those people who have contributed something to this report. There are some special people who cannot go without mention.

As part of my internship for BUS400 from BRAC University I have been assigned this report to reflect my learning and it is with great pleasure that I express my gratitude to following institutions and individuals. First and foremost I thank BRAC University and the BRAC Business School for enlightening me over the period of my Bachelors in Business Administration. Every faculty of the BRAC Business School receives my greatest accolade because of all their teachings which generated an interest in me to excel.

I pay my heartiest gratitude to mighty Allah, who has given me high stamina to work hard under pressure and enabled me to prepare this report successfully.

It was a great opportunity for me to complete my internship program at Brac Bank Limited/Head office/ Special Asset Management/Legal Co-ordination. I express my sincere gratitude to Shah Alam Bhuyan (Head of Operation), Kamrul Mahedi (Head of SAM), Fahim Ahmed (unit Head, legal co-ordination), Waliul.A.Khan (Senior manager), Sabbir Abedin (Manager), and Sakil Mahmud Emon (Associate Manager) with whom I spend my whole internship period with a great experience. Last but not the least I must reserve my heartfelt gratitude for Mr. Arifur Rahman Khan, Lecturer, BRAC Business School and my Internship Supervisor on behalf of BRAC University. His optimism and faith in me and my abilities gave me massive confidence in myself and my work.

Finally, my sincere gratitude goes to my family and friends for supporting me, sharing their thoughts and giving me the moral support during the preparation of this report.

Executive Summary

As part of my academic requirement and completion of my BBA program, I should have completed Intern period which is three months long. At BRAC BANK I was assigned to various tasks and projects from the beginning to ending. It was a huge experience for me and I took the opportunity to learn about as much as possible while I was working on those projects. Doing Internship in financial institutions always gives best chance to apply their knowledge on practical field. Financial institutions have very wide range of activities in the economy of a country. Banks are the most important one in the financial sector as they play a very crucial role for the economy. Banking business mainly maintains flow of funds from depositors to investors. In doing so, banks need to collect deposit from the depositors and then distribute those as loan to the investors. Besides, banks provide assistance in SME and Retail Banking with ARA, NPL, NIA and other activities etc. Two of which are fully customer oriented. Therefore, commercial banks are treated as service organizations and their business is largely dependent on the quality of services they provide. Hence, the efficiency and success of commercial banks depend entirely upon the satisfaction of their clients. So the key factor of any commercial bank is the customer service provided by them. This report “liquidity transferring process in BRAC bank ltd.” is the picture of transferring fixed asset into current asset by maintaining legal procedure and other activities. This report fairly describes the Company I did my project in, which is, BRAC Bank ltd., and gives an idea of its products/services, culture, beliefs, CSR activities etc. The report then goes on to explain what Special asset management is, in an elaborate manner. The report also gives a clear idea, based on my findings and analysis whether the legal co-ordination meet the expectation of the organization. The commitment of bank and the people in BRAC Bank Limited have given the edge over others to earn this trust about the safe keeping of their money in the right kind of banking channel.

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CHAPTER – ONE

INTRODUCTION TO THE REPORT

INTRODUCTION

Bank is an institution which follows procedure as accepts money from its customers as deposit and gives money as loan to the borrowers. It acts as a financial intermediary to dealer with loans and debts. After completing my Bachelor of Business Administration (B.B.A) as a student of “BRAC UNIVERSITY”, I wanted to complete my Internship program from a reputed Bank which would be helpful for my future professional career. I got an opportunity to perform my internship in BRAC BANK at Head Office on Special Asset management department. It was three months practical orientation program. This report is originated as the requirement of BBA Program. After completing 11 semesters of cumulative study, it is very important to connect with practical study for getting a strong idea about real corporate scenario. This program actually makes a relationship between theoretical and practical knowledge. With this procedure, we can build ourselves confident that we can handle the practical job life. It is true that by having only theoretical knowledge is little bit difficult to adjust with the practical life, without having any practical job experience. It is an ice-breaking session for me to enter into practical job environment. As a graduated, it is essential to fulfill all the requirements that the program demand. Internship is highly needed to gain practical idea, knowledge and experience. The report has been prepared as a partial fulfillment of BBA program authorized by the supervisor, Faculty of BRAC Business School. In today’s world only academic education does not make a student perfect to become competitive with the outside world.

Objective of the study

Broad Objective:

The primary objective of this report is to fulfill the partial requirements of the BBA program. This report help to me familiarize with the operation in the Banking arena including management overview of bank and analysis of banking operation in different section.

Specific objective:

- To acquire knowledge about relationship between theoretical knowledge and practical activities.
- To know how the different departments are interrelated with them.
- To know the customer relationship with Legal Co-ordination, Settlement, MIS, Retail Banking under “Special Asset Management”.
- To observe the corporate working environment.
- To know the central banking function, it’s procedures, rules and regulations.

Scope of the Report

The scope of the study on a fast growing bank is vast and it is hardly possible to become familiarized with the total banking system within three (3) months. Therefore, the scope of the report to standardize the areas covered by the Internship program (chapter 04) and the project part (Chapter 03). Maximum effort has been carried out to focus on the legal procedure to transfer into current asset. This part will also provide evidence of the banks activities and nature of Special asset management at BRAC BANK LTD.

Methodology of the Report

This report contains both primary and secondary data. The data sources I have used to complete this report are given below:

Primary Sources:

- Informal discussions with supervisor, employees, respective Unit Heads and officers of SAM department at BRAC Bank Ltd
- Through observing department procedures and structures
- Through survey on customers of the organization

After collection of primary data statistical tools have been applied to interpret the collected data.

Secondary Sources:

I have elaborated different types of secondary data in my report. Sources of secondary information can be defined as follows:

- Bank's Annual Report
- Internal share procedure of BRAC Bank
- Websites of BRAC Bank Ltd

Limitations of the Report

- Duration of Program for the research was very limited.
- Large-scale research was not possible due to insufficient and restrictions posed by the organization.
- In many cases, up to date information cannot be found
- To protect the organizational loss and maintaining confidentiality, some parts of the report are not in depth.
- Couldn't connect to all the customers for research purpose.
- I couldn't connect customers who have transaction in other bank. That I result of the survey may get biased.

CHAPTER- TWO

THE ORGANIZATION

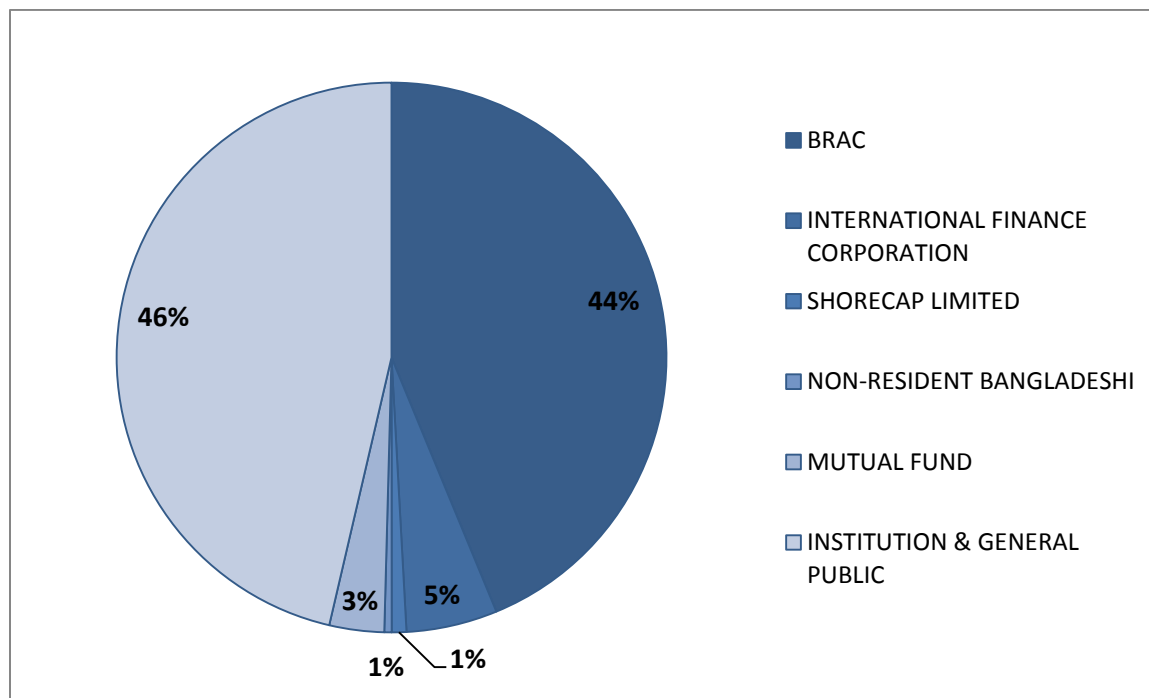
Background of the organization

BRAC Bank Limited, A fast growing bank, started its business on the 4th of July 2001 with a clear vision to work as an emerging sector for the vibrant yet unbanked as SME sector in Bangladesh. BRAC Bank is a commercial and scheduled bank covering full range of banking facilities as per the direction of Bangladesh bank. The Bank has positioned itself as a third generation Bank try to meet diverse financial need in a growing and developing economy which is not just a place for transactions. BRAC Bank is a place where potentials are realized (Hossain, 2013). BRAC Bank Limited, with institutional shareholdings by BRAC, International Finance Corporation (IFC) and Shore cap International, has been the fastest growing Bank in 2004 and 2005. (Bank, 2014) 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. A fully operational Commercial Bank, BRAC Bank Limited focuses on achieve niche market in the Small and Medium Enterprise Business, which has remained largely untapped within the country. The management of the Bank believes that this sector of the economy can contribute the most to the rapid generation of employment in Bangladesh. BRAC Bank is engaged in building a viable future for the financial industry along with twenty-four of the world's leading sustainable banks, which together comprise the Global Alliance for Banking on Values (GABV) (Bank, 2014) .In keeping with its goal of developing human capital, the Bank is also involved in creating an alternative banking and finance system where social impact has the same importance as financial return. It focuses on meeting real human needs – jobs, education, housing, environment, security – through the banking system in an economically sustainable manner (Sir Fazley Hasan Abed, 2014). BRAC Bank is the sole member of GABV in Bangladesh and also a pioneer in adding value to build a sustainable, environment-friendly bank. It has taken several significant initiatives, such as e-statements, online banking, online bill payments, e-business, SMS banking, to provide green banking to its customers with satisfactory service levels. It ensures excellent customer service throughout their delivery channel. This bank has 88 Branches, 21 SME Service Centers, 48 SME/Krishi Branches, over 300 ATMs and 400 SME Unit offices across the country. It has disbursed over BDT 220,139 million of SME loan and has over 1,200,000 individual customers who access online banking facilities, corporate,

retail or SME (Bank, 2014). Bank always gives priority to its CSR programs that help people and the planet in line with the 3P philosophy which is People, Planet, Profit. The previously neglected Small and Medium Enterprises (SME) sector plays a significant role in generating growth and creating employment in a country. In 2014, BRAC Bank disbursed SME loans of BDT 41,663 million, 19% more than the previous year. During the year, approximately 15,654 new SME borrowers were added to the portfolio. Total SME deposits reached an all-time high of BDT 26,745 million. To date we have served 4,49,065 SME borrowers by lending BDT 2,82,292 million through our 524 customer touch points. Now they have 69 SME service centres and 458 unit offices to serve the SME enterprises. (Hossain, 2013)

Corporate Chronicle and information of BBL
Registered office at 1, Gulshan Avenue, Gulshan- 1 in Dhaka-1212
Company registration number: C – 37782(2082) of 1999
Inauguration of Banking Operations at 4th July in 2001
First SME unit office at 1st January in 2002
Signing with Shore Cap as Investor at 29th December in 2003
Signing with IFC as investor at 8th May in 2004
First ATM Installed at 3rd April in 2005
Commencement of Share Trading in DSE & CSE at 31st January in 2007
Launching Credit Card at 6th February in 2007
Introduced Probashi Banking at 14th April in 2007
Launched Off-shore Banking at 21st June in 2010
Co- branded ATM Booth Launching with Rupali Bank Limited at 25th September in 2010
Launching of Planet Card at 23rd October 2010
2500 remittance deliver point

Shareholding structure of BRAC Bank Limited



Name of Shareholder	% of Shareholding
BRAC	43.77%
International Finance Corporation	5.36%
Shore Cap Limited	0.86%
Non-Resident Bangladeshi	0.43%
Mutual Funds	3.22%
Institutions and General Public	46.36%

Management:

Selim R. F. Hussain
Managing Director &
CEO

**Mohammad
Mamdudur Rashid**
Deputy Managing

Ishtiaq Mohiuddin
Deputy Managing
Director

Rais Uddin Ahmad
Group Company Secretary,
Head of Legal &
Regulatory
Affairs and CAMLCO

**Nabil
Mustafizur
Rahman**
Chief Risk
Officer

**Mahmoodun Nabi
Chowdhury**
Head of Corporate
Banking

**Shah Alam
Bhuiyan**
Head of Operations

Syed Abdul Momen
Head of Small
Business

**Md. Shaheen
Iqbal**
Head of
Treasury and
Financial
Institutions

Parvez Sajjad
Chief Financial Officer

**Zara Jabeen
Mahbub**
Head of
Communication
& Service Quality

Board of Directors, constituted by 8 (eight) members, has authority to organize, operate and manage its affairs on commercial activities within the Board Policy of government. The Directors are representatives from both public and private sectors. Members of the Board including MD are appointed by Chairman out of that at least three have the experience in the field of Finance, Banking, Trade, Commerce, Industry and Agriculture. The Board of Directors is composed of 8 (eight) members headed by a Chairman. The name and position of directors are as under. (Bank, 2014)

Chairman of the Board of Directors

- **Sir Fazle Hasan Abed, KCMG (Chairman)**

Members of the Board of Directors

- ❖ Sir Fazle Hasan Abed, KCMG (Chairman)
- ❖ Shib Narayan Kairy (Director)
- ❖ Tamara Hasan Abed (Director)
- ❖ Dr. hafiz G.A siddiqi (Director)
- ❖ Zahida Ispahini (Director)
- ❖ Nihad kabir (Nominated Director)
- ❖ Kazi mahamood sattar (Independent Director)
- ❖ Salim R.F hossain (Managing Director and CEO)

VISSION:

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”. (Bank, 2014)

MISSION:

- ❖ Sustained growth in Small & Medium Enterprise sector.
- ❖ Continuous low-cost deposit Growth with controlled growth in retail assets.
- ❖ Corporate Assets to be funded through self-liability mobilization. Growth in Assets through syndications and investment in faster growing sectors.
- ❖ Continuous endeavor to increase non-funded income.
- ❖ Keep our debt charges at 2% to maintain a steady profitable growth.
- ❖ Achieve efficient synergies between the bank's branches, SME unit offices and BRAC field offices for delivery of remittance and Bank's other products and services.
- ❖ Manage various lines of business in a full controlled environment with no compromise on service quality.




Core Values

- ✓ Value the fact that one is a member of the BRAC family.
- ✓ Creating an honest, open and enabling environment.
- ✓ Have a strong customer focus and build relationships based on integrity, superior service and mutual benefit.
- ✓ Strive for profit & sound growth.
- ✓ Work as team to serve the best interest of our owners.
- ✓ Relentless in pursuit of business innovation and improvement.
- ✓ Value and respect people and make decisions based on merit.
- ✓ Base recognition and reward on performance.
- ✓ Responsible, trustworthy and law-abiding in all that we do.

Company Slogan

BRAC Bank Limited Company's slogan is "Aastha Obichol". It promises trustworthiness as well as being the "Dependable bank" will hold true for years to come.

BRAC Bank Subsidiaries

BRAC Bank Subsidiaries	LOGO
BRAC EPL Investment Limited	
BRAC EPL Stock Brokerage Limited	
BRAC Saajan Exchange Limited	
bkash (a subsidiary of BRAC Bank)	
BRAC IT services Ltd (bits)	

Logo

The logo of BRAC Bank is prepared on the basis of the goal of the organization. The square structure of the logo indicates solidity and steadfast. The Golden color in the lower portion of the logo means ‘Golden Bangladesh & her fertile land’. The Blue color in the upper portion means ‘the sky with large & unlimited opportunity’. The white color curve means ‘Growth and Progress’. White circles in the blue color mean the sparkling sun that gives light to everywhere.



Business Divisions of BRAC Bank Limited

BRAC Bank Limited consists of five major business divisions. They are

- Retail Banking Division
- Corporate Banking Division
- Small and Medium Enterprise (SME)
- Treasury
- Remittance Services

Products and Services of SME Banking:

- Loan Products:
 - i. AnonnoRin
 - ii. ApurboRin
 - iii. ProthomaRin
 - iv. Nijerbari
 - v. ShomriddhiRin
 - vi. ShompodRin
 - vii. Shakti Rin
- Deposit Products:
 - i. Prapti Current Account
 - ii. Prachurjo
 - iii. Fixed Deposit

Retail Banking Division

Retail Banking Division has the following departments:

- Branch Banking
- Alternative Delivery Channels (ATM, Apon Somoy, Cash deposit machine (CDM),
- Phone banking, e-statement)
- Cards Department

- Retail Risk
- Products and Marketing
- Value Center

Currently BRAC Bank has re-organized its retail business according to customer profile. This Segmentation has been done to deliver more standardized services and reduce operating costs as well. The segments are as follows-

- ❖ Premium Banking
- ❖ Supreme Banking
- ❖ Excel Banking
- ❖ Easy Banking

Products and Services of Retail Banking

Retail Loans are consumer's loan. Based on the customer demand these loans are given. BRAC Bank has a wide range of retail loan-

- ❖ Car loan
- ❖ Doctors loan
- ❖ Secured Loan/OD
- ❖ High flyer loan
- ❖ Top up loan
- ❖ Credit card loan
- ❖ Study loan
- ❖ Teachers loan
- ❖ Salary loan

BRAC Bank's Retail Division is operated centrally. Under the Retail banking division all branches where acts as sales & service center, are reportable to head of Retail Banking.

Different products of Retail Banking are as follows:

- ❖ Deposit Products
- ❖ Loan Products
- ❖ Cards
- ❖ Locker Services
- ❖ Foreign exchange and related Service

Products and Services of Corporate banking:

The facilities our corporate division offers to our customers are mainly of two Corporate Loan

Products:

- ❖ Overdraft
- ❖ Short Term Loan
- ❖ Lease Finance
- ❖ Loan against Trust Receipt (LATR)
- ❖ Work Order Finance
- ❖ Emerging Business
- ❖ Syndication
- ❖ Term Loan
- ❖ Project Finance
- ❖ Bill Purchase
- ❖ Bank Guarantees

Accounts & Deposits:

- ❖ Probashi Current Account
- ❖ Probashi Savings Account
- ❖ Probashi Fixed Deposit
- ❖ Probashi Abiram
- ❖ Probashi DPS

Investments:

- Probashi Wage Earners' Bond
- US Dollar Premium & Investment Bond
- Probashi Biniyog

Remittance Info:

- Western Union Money Transfer
- Exchange Houses

CHAPTER – THREE

PROJECT DETAILS

SPECIAL ASSET MANAGEMENT:

Loan monitoring and collection is a continuous process in banking so as to define and maintain its assets quality and to prevent the clients from being defaulter. Special Asset Management deals with Bank's non-performing loans through legal procedure and facilitates into external and internal recovery forces to maintain Bank's portfolio at risk (PAR) at a slow position. SAM is designed mainly as SME unit and Retail unit and also two separate units for Legal support & MIS and a Monitoring unit which acts as internal audit of the both portfolio. SAM department deals with the legal actions regarding bad portfolio under SME & Retail Banking Division.

Files transfer to SAM from SME when the loan reaches at DPD (Days past due) one hundred eighty days. SAM receives the file from Retail when the loan reaches at DPD (Days past due) three hundred sixty days. Special Assets Management (SAM)-SME & Retail Banking is a special department under Customer Relationship Manager. Its vital role is to recover the Bank's bad portfolio

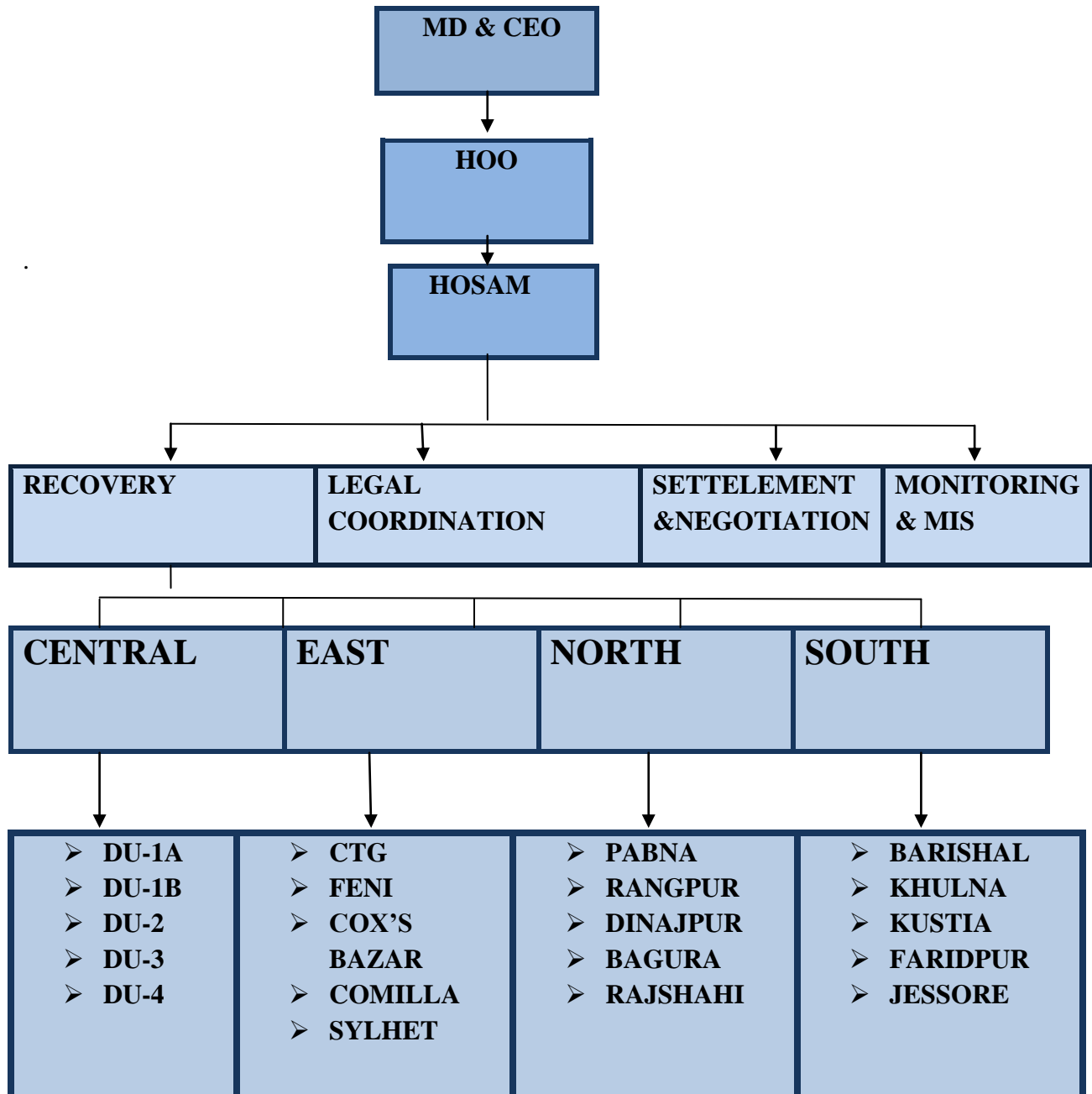
SPECIAL ASSET MANAGEMENT department in BRAC Bank Ltd has taken a few strategies to shape up the bad loan portfolio and decrease the defect both NPL and written-off account. Special asset management is dealing with a significant number of SME Hardcore defaulter loans. Presently the portfolio is 36,200 no of a/c with a volume of BDT.9,589 million(approx.). To improve the portfolio quality, Bank had run several campaigns i.e. DAMAMA and TOP TEAM Model, DPD (240-330) combat. Presently SAM has given focus on account level planning, settlement plan, special monitoring on aging portfolio, customer segmentation, find out traceless borrower and increasing baseline of Recovery Executive, Regional Officer, & Associate Manager productivity. While designing this structure, the following points were emphasized:

- ❖ Ensure maximum recovery from aging portfolio
- ❖ Decrease provision expenses to maximum level.
- ❖ To bring NPL percentage down by significant amount
- ❖ Increase recovery number, based on present portfolio to its maximum
- ❖ Reduce legal cost through negotiation of payment from delinquent accounts.
- ❖ Find out the maximum number of traceless borrower through recovery

3 Years Record-SPECIAL ASSET MANAGEMENT:

Year	Avg. A/C	Avg. O/S-M	Target-m	Rec-M	Ach%
2013	4,403	1,633.00	276.00	161.00	58.36%
2014	5,720	2,143.00	273.00	207.00	76.07%
2015	17,108	3,215.00	300	300.00	100.00%

Department structure of SPECIAL ASSET MANAGEMET



Recovery:

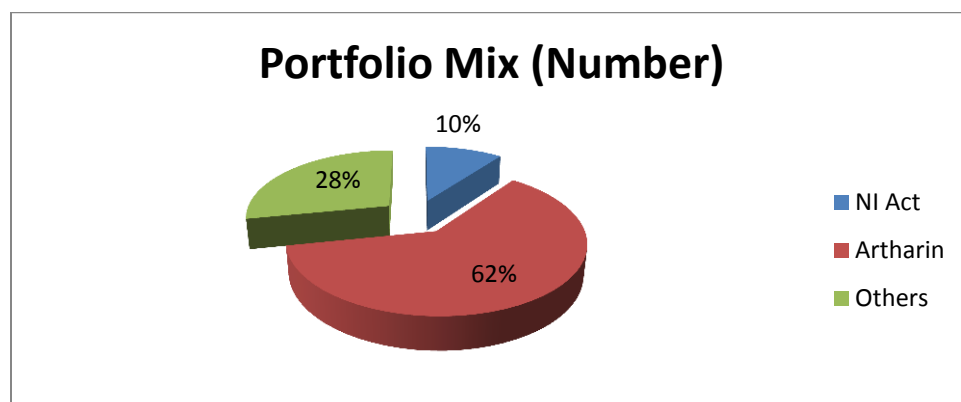
Recovery is one of the special assets management. The main function of recovery is to inform the defaulter to pay back the loan amount to the bank with interest as committed. There lots of information's are used from let customer aware to payback the bank.

Regular recovery of loans is very important, because the sustainability and profitability of SME depends on it. The customer relationship officers have to focus their attention and take necessary measures to recovering the loans. The process of recovery of loan are given below:

- ❖ The borrower will issue an account payee check in favor of BRAC bank mentioning the installment amount and hand it over to the CRO of the respective SME unit office on or before the due date.
- ❖ The CRO will receive the check and issue a receipt to the borrower mentioning the amount, name and date etc, and enter in the register and a copy of all these receipts will be sent to head office.
- ❖ Officer will deposit the check to the SME account on the day the installment is due.
- ❖ The bank will be followed the instruction to transfer the amount credited from the SME unit bank account to SME head office at Dhaka as per agreement and this will be confirmed by CRO of SME head office when the transaction has taken place.
- ❖ These will be unified at weekend at the SME head office.
- ❖ All repayments should be on the first day of every month.
- ❖ Customer relationship officer will collect a statement from the bank account every weekend and sent it to SME head office for reconciliation.

Type of Case	Grand Total	
	No of Case	CCA in "M"
NI Act	19,673	6,657
Artharin	3,230	3,775
Other	504	137
Grand Total	23,407	10,569

Total Live Cases of SAM-SME (Up to Sep-15)



Relationship of recovery rate with business experience of the borrowers

The relationship of recovery rate with experience of the customers can be described from the following charts:

Experience (Year)	Frequency	Recovery Rate %
1 to 5	12	95%
6 to 10	19	99%
11 to 15	4	100%
16 to 20	3	100%
Above 20	2	98%

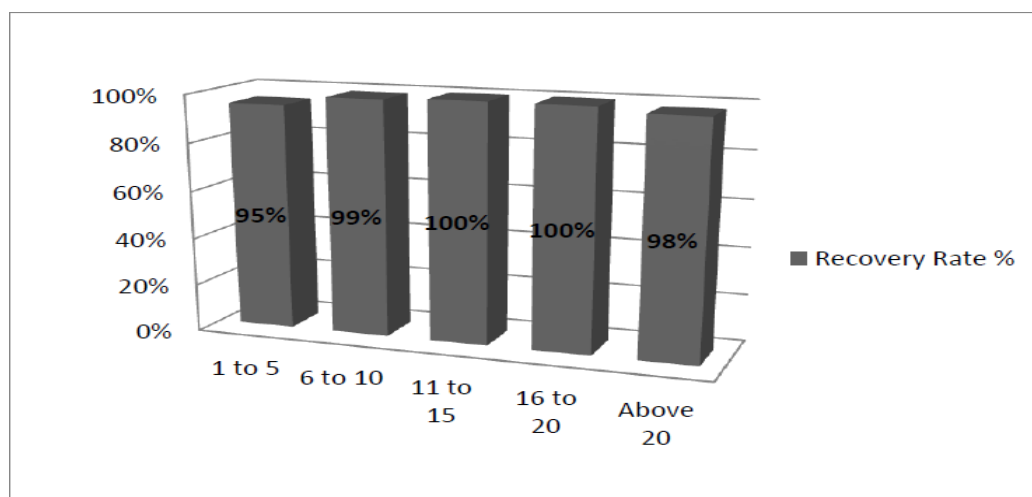


Figure: Recovery rate based on experience

Legal Coordination:

Legal coordination is playing an important role for SAM to recover default loans. In legal coordination unit is for those customers who are defaulter. Legal coordination unit is trying to take necessary steps so that department can fulfill its yearly target successfully. Some procedure this unit has been taken which are given below:

Legal Notice:

Legal notice issued to SME at day per disbursement as 145 days and for Retail at DPD 360 days, SAM would arrange to serve 1st legal notice to warn default borrower to adjust the total outstanding and 2nd legal notice would be served after bouncing the check or before litigation. 1st legal notice served centrally across the country and 3rd party recovery agencies are working with retail defaulters. Fifteen days in 1st legal notice and Thirty days in 2nd legal notice under NI Act given to the defaulter to adjust the total outstanding. After that if loan taker are refuse to pay the loan money then SAM are going to the court and take a judgment to legally sell the loan taker asset as mortgage. SAM will offer Auction to recover the overdue loan against mortgaged properties before filing the case.

Account Transfer Procedure:

If an account is downgraded, a Request for Action (RFA) along with a checklist should be attached by RM with the help of CRM division and forwarded to Head of Special Asset Management & Credit Inspection” for acknowledgement.

Non-Performing Loans Account Monitoring:

Nonperforming loans (NPLs) refer to those financial assets where banks receive no interest or installment payments for a long time as scheduled. When the account is handed over to SAM, the account is assigned to an account manager within SAM that will review all documentation, meet the customer with Regional Manager and prepare a Classified Loan Review (CLR) report. It must be approved by the Chief Credit Officer and Head of Corporate Banking. The initial report should highlighted by any documentation issues, loan structuring weakness, proposed workout strategy and seek approval for any loan loss provisions that are necessary. (Mehedi, April 02, 2015)

External 3rd party agency Management: SAM hands over the files to 3rd party recovery agency after one month of issuance of 1st legal notice. Only the retail loan files, which are offensive. If minimum thirty percent of outstanding is not recovered within thirty days after 1st legal notice, that files are handed over to outsource. Department handover those files to third party for recovering purpose.

Credit Inspection: Field level area deals with all matters relating to credit inspection, ensuring compliance of BBL policy on the basis of credit granting process, corporate portfolio review and physical inspection of client's premise and files, including security documents, for providing management information reports on a regular and ad hoc basis. (Mehedi, April 02, 2015)

Early Alert Account (EAA): Early Alert Process refers to an effective tool & technique which helps BBL in detecting any come off in corporate and medium enterprise clients account and trigger Bank's problem accounts at an early stage give proper attention so that any losses can be minimized. An Early Alert Report (EAR) is developed by RM and sent to CRM within 07 days for identification and other differences. On the basis of market information/ industry position or other subjective issues that should consider sincerely, CRM may recommend transferring the status of a regular account to EAA status.

How to legal Action be taken:

Legal action has been taken in three ways where one of them is N.I act, another one is ARA act and other one is Panel code. These are applied when loan holder become defaulter. After that legal procedures are started but those legal procedures are applicable when legal authority approves this procedure. Unit officers have taken the decision that the act they will follow to recover their loan. They check all data about defaulter and classify those stuffs which is called CMA (Case Merit Analysis) sheet.

Negotiable Instrument act:

When a promissory note, bill of exchange or check is transferred to any person, constitute indicate that person who is the holder thereof, the instrument is said to be negotiated.

The main object of the Negotiable Instruments Act is to legalize the system by which instruments designed by it could pass from hand to hand by negotiation like any other goods (Advisor, April 05, 2010). Reason of this Act is to present an orderly and organized statement of leading rules of law relating to the negotiable instruments. To achieve the objective of this Act, the legislature thought it proper to make provision in the Act for conferring certain privileges to the mercantile instruments contemplated under it and provide special procedure in case the obligation under the instrument was discharged (Advisor, April 05, 2010).

Characteristics of Negotiable Instrument:

An analysis of this definition expresses the following characteristics of a negotiable instrument:

1. It is a legal act which is in writing.
2. Property has been authorized on behalf of lender.
3. The holder has a right to sue in his own name.
4. Any notice of assignment to any previous party liable in respect of it.
5. Borrower should bind to provide money to lender with any cause.
i.e fraud to which he is not a party.

Arthorin Adalat Act:

This law is a special law and only enact for recovery of the classified loan of banks and financial institution. Procedure of the ArthoRin Adalat suit is also described in this law. So it is also a procedure of law.

Panel Code:

Usually this act has not been taken for regular purpose. In general this act is added for big amount loan as well as undefined accusation. That kind of act is more cost than other acts.

Settlement:

This is well known procedure in bank section and also most important section also. In Settlement bank goes to customer and getting negotiation with customer. In that case they have some procedure to follow and SAM are very much focus on it. SAM is following an important role in settlement. SAM always not goes to the Court to back their money from the customer so here is a vital role settlement section. To settle default loan holder, settlement team take a brief about customer try to minimize interest that should have given by customer. Customer has to write an application to take a waiver over interest on the basis of his loan. Usually Authority minimizes interest which is added on overtime period. Sometimes they just permit to give only principle amount on the basis of customer situation.

Relationship of settlement rate with loan of the borrowers:

The relationship of recovery rate with loan amount of the customers can be described from the Following charts:

Amount of Loan (Taka)	Frequency	Recovery Rate %
200,000	9	96%
250,000	2	97%
300,000	10	98%
350,000	3	100%
400,000	5	92%
500,000	5	95%
600,000	2	96%
700,000	1	97%
900,000	1	98%
1000000 plus	2	99%

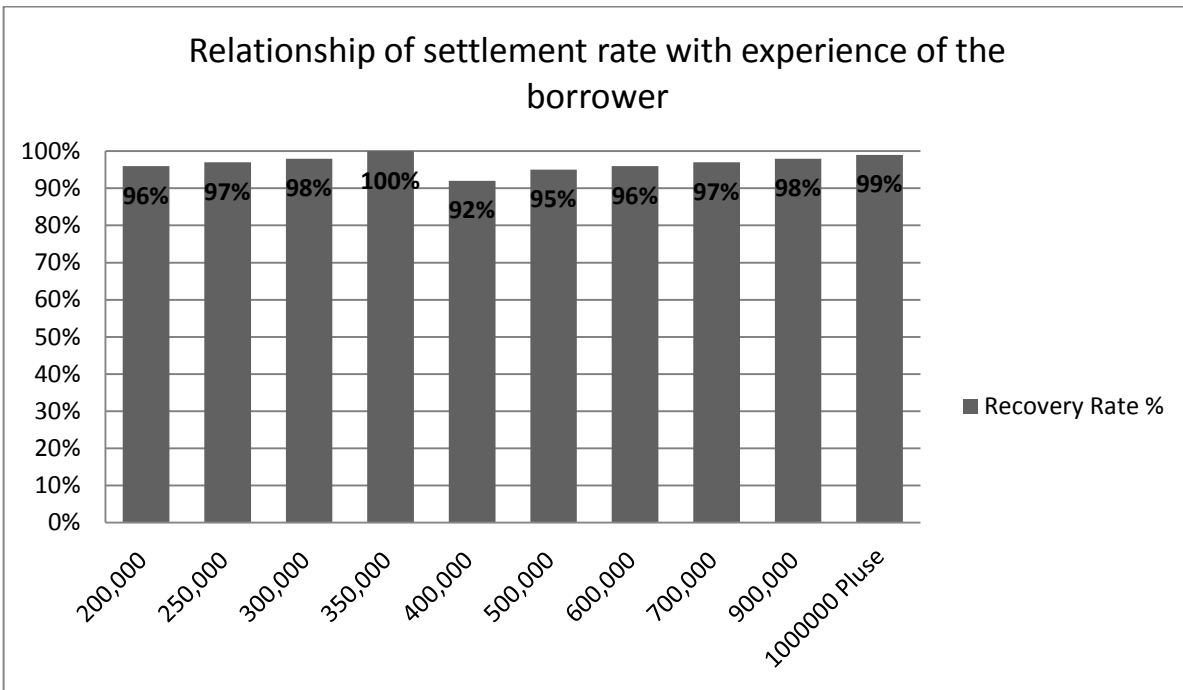


Figure: Settlement rate based on loan amount

From the above chart we see that it's tough to make a relationship with both the recovery rate amount of loan taken by the borrowers. But still it can be said that loan amount range from 250000 to 350000 and 900000 to 1000000 plus have a good recovery rate on an average. That's why maximum amount or size of SME loan the authority like to disburse is 300000.

This is an example data where settlement officer will talk with this customer, Zia Uddin Ahmed, defaulter by using those data that are given.

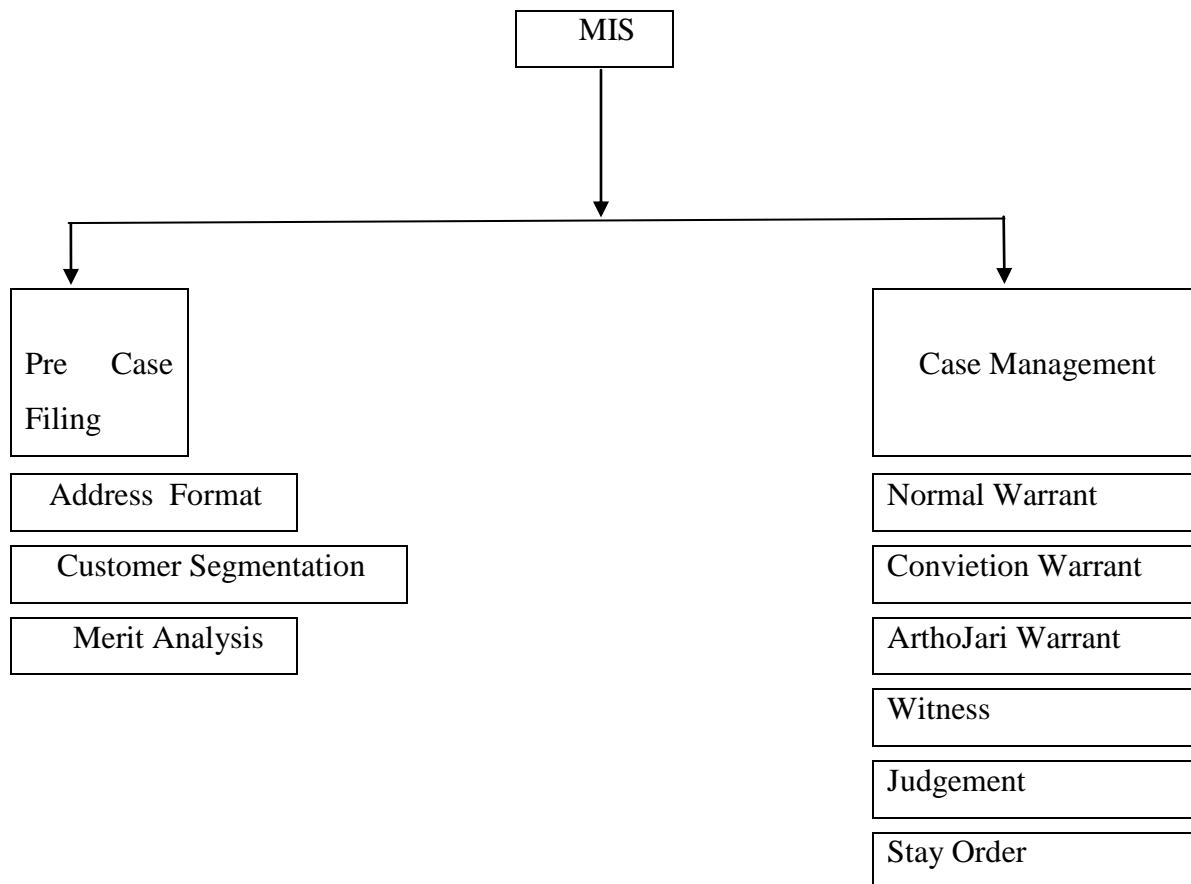
Necessary Information regarding talk to the Customer

LOAN A/C No.	1101601155105001
Name of Customer	ZIA UDDIN AHMED
Ledger outstanding	165,411.38
Buffer interest	115,529.57
Legal Cost	500
Excise Duty	2,750.00
Total Outstanding	284,190.95
Disbursement Amt.	550,000.00
Payable Amount (14340*60)	860,400.00
Repayable amount	755,469.80
Intt. Suspense	3,015
Provision	162,395.50
Total (Intt. Suspense+Provision)	165,411.38
CL Status	BL
Legal Status	1ST LEGAL
Loan Type	QUICK LOAN-RETAIL
Loan Disbursement Date'	09.SEP.2008
Loan Expire Date	08.SEP.2013
File Received Date	1.FEB.13
Monitoring PSO	FAKRUDDIN SUZA
AM/M Name	MOHAMMAD SHAMIMUL ISLAM
Last Payment in 30 jan.2016	2,000
Difference (payable & Repay)	104,930

Monitoring & Management Information system (MIS):

They are collected defaulter account information from the field or different branch. They get this information to the SAM and other department. They are herring supportive role to the SAM. MIS information are collected in Archive and given to respected units to cover department target. On the other hand they also monitor the process which should be taken or not.

Write- off Management: Monitoring & MIS unit has managed this process as well. BRAC Bank has a specific Write-off policy on the basis of Bangladesh Bank circulation. SAM takes initiative to write-off bad portfolios as per policy if following criteria satisfied,



- a) Classification status will be Bad/Loss (BL)
- b) 100% provided
- c) Litigated (under any kind of Law of the land)

Waiver process: in this unit, waiver process is also monitoring. Wide recovery structure takes initiative to settle bad loans by giving waiver facility. The waiver amount will be fixed on judgmental basis i.e. affected by natural disaster, demise, business closed etc. however, in any cases; waiver of principal portion is not awarded.

Case Withdraw: MIS & Monitoring unit is responsible to collect the data about withdraw the case when a defaulter adjusts outstanding amount with full and updated interest, legal costs and other expenses, this unit withdraws the case against such defaulters on receipt of clearance certificate from Operations.

Chapter FOUR

Internship Experience

Job Description

I placed in the legal coordination after taking some tests to qualify. I was responsible for doing all the tasks related to loan recovery of the default customer loan as per functions of legal coordination under the special asset management. It has a great experience for me because I achieved a lot of practical and professional knowledge with legal coordination unit. Corporate environment helps me a lot to suit with difficult situation all employees are very responsive and caring. They always help me to learn extensively. Employees are doing their job as a team. They help each other in every situation. They accept me cordially and treated me as their team member. Basically, SAM is the core point of all the banking operations. It is a department, which provides the assurance to stable in the banking sector and making profit and also provides services to the customer to compete in the market. Every day it receives default customers files from the different branches to recover the bad loan and meets the principal amount with a minimum interest from the default customers. It makes CMI from the customers past and present status, realize to the way to negotiate to collect the bad loan. Since, SAM is one of the core departments for Bank where it carries forty eight percent portfolio in bank.

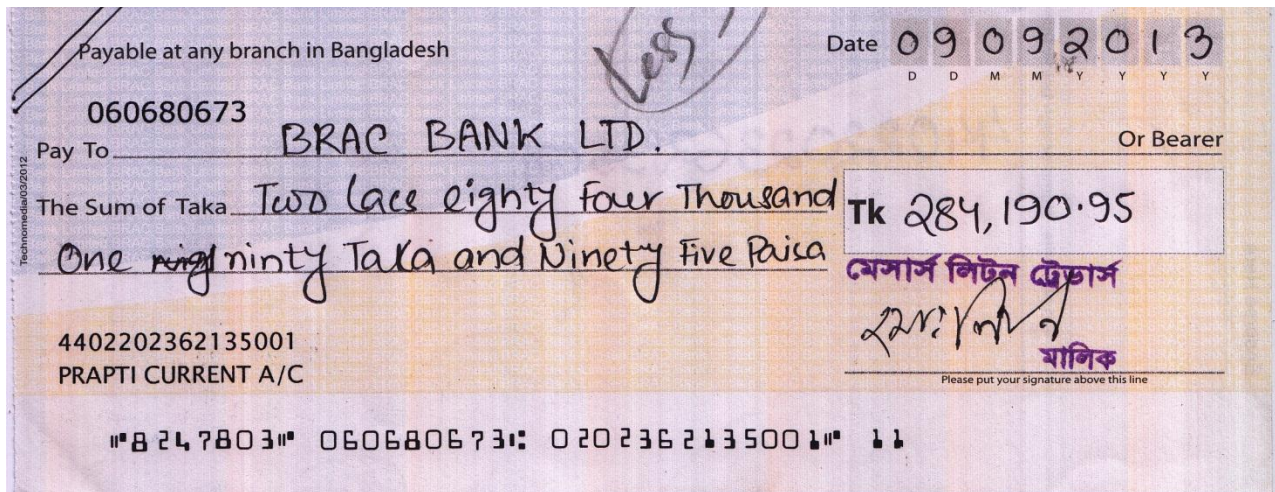
Specific Job Responsibilities:

As I discuss before, I get some great experience in this department especially in legal coordination unit. In this unit there are a lot of activities has been taken to connect with defaulter. It's my pleasure where I can work with each and every team. Through this way I have learned how to connect and collect money from customer.

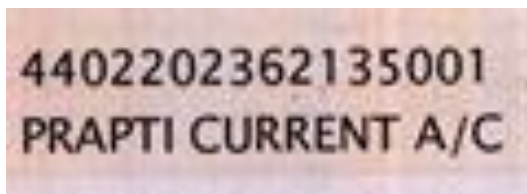
In my report, I have mentioned that Special asset management department has liquidated its current asset through auction process. To liquidate its assets, it follows some steps from legal coordination to MIS & Monitoring. But specifically auction process is the core function to liquidate assets which was taken by customer as security.

Check Collect and amount identification:

For NI act, check is one of the issues to submit to court. Usually loan holder gives signature in a blank check book before taking loan. When they become defaulter, bank collect those check and write an amount which should have given by loan holder to bank. I have collected and written more than two hundred checks. Here is an example of my task. The amount given is calculated the cost of whole process that bank faced.



To trace this check they this account number where 1st four digits are branch location, 5th digit is loan segment after 8 digits are his CIP number where every details have been added to bank IT.



CMA SHEET VARIFICATION:

As I discussed before SAM department has selected acts like NI, ARA, PANEL in which act they will follow to take legal action against customer. Act has been selected on basis CMA means Case Merit Analysis sheet where each and every detail is given. CMA sheet has to check at XCRV site which is online database center of BRAC bank ltd. On that site I have to search the account number and check whether the details are accurate or not. This sheet has been checked and signed by Associate manager and provide to other unit for filing case.

Identifying default assets valuation:

In recent years, a lot of loan accounts have become default for economic disaster. For that reason Bank has to take initiative to increase its current assets so that it can increase its loan portion from before year. But they observed that most of the assets which had been taken from customers as security is not valued perfectly. They identify this problems when they arrange auction for liquidate assets. They notice that face value of the property is not accurate which is mentioned into Valuation report. When they arranged auction, they didn't get two third amount of that property which was mentioned as forced sale value.

To minimize their lose, they take a project to re-value those accounts which property values are not exist that given in valuation report as face value. They identify approx. 170 files in 1st quarter to re-evaluate its property. In that purpose I am assigned to collect valuation report and legal opinion and identify its face value and force sale value from one hundred seventy files. After that I have to add it into excel sheet. When all accounts have been added, they evaluate those properties by making valuation report again.

SL No.	Account #	Guest Name	File No	Sec.No.	Box No.	Location Conduct	date	Present Value (Final)	Force sale(final)	Present value (SCHEDULE)	Force sale value(SCHEDULE)	Area	LEGAL OPINION
1	4403600959595	K.J TEXTILE	99912	99912	SAM283	joip o pondarshan	26.9.2001	47,27,271	37,00,000	A. 10,90,908 B. 36,36,363	A. 8,00,000 B. 29,00,000	A. BAUSIA (30.00 DEC) B. NAMATPUR (8 DEC)	Not found
2	5601601478077	L.R. IRON STORE	162032	162032	SAM325	PSR	13.8.2011	8000000	6400000			ALAMNAGAR, KOTDALLI, PANGPUR (4 DEC.)	Y
3	0701602366401	MASUM ENTERPRISE	213469	213469	SAM339	JORIP O PARIDAR	11.04.2012	67,40,200	52,20,000	A. 50,00,000 B. 17,40,000	A. 40,00,000 B. 12,20,000	NARULY, BOGRA (5 DEC.)	Y
4	1542601656037	SHAHJALAL TRADE INT	174371	174371	SAM349	GEODETTIC SURVE	26.10.11	30,00,000	24,00,000			DHANKUNDA, NARAYANGONJ	Y
5	4001600918889	Noman electronics	100934	100934	SAM349	psr	8.2.2012	99,00,000	79,20,000			JALKUFI, NARAYANGONJ	Y
6	4301600906773	Sohel hosiery and ga	101371	101371	SAM349	JORIP O PARIDAR	8.4.2012	13636364	1,10,00,000			CHINARDI, NARAYANGONJ	y
7	0701601755361	NUSRAT AND SANITR	176712	176712	SAM351	joip o pondarshan	08.7.2012	26,75,778.75	20,81,000	25,12,878.75 B. TIN SHED-1,62,900	A. LAND-20,00,000 B. TIN SHED-81,000	SERUA, BOGRA (7.75 DEC.)	Y
8	5801600053688	JAHAANGIR STORE	9400	9400	SAM390	PSR	1.2.2012	5250000	4200000			96 NO., RAMDEVPUR, SATKHIPA (21 DEC.)	Y
9	1536602070453	JAHER ALI DAIRY FARM	201315	201315	SAM391	GEODETTIC SURVE	8.2.2012	1,06,24,000	84,99,200			ATI, DARIAPARA, SAKTA (12.5)	Y
10	1501602190971	ASHA AGRO PRODUCT	219592	219592	SAM392	GEODETTIC SURVE	29.7.2011	75,40,000	64,00,000	A. 72,90,000 B. 2,50,000		WEST SHEWRAPARA, MIRPUR, DHAKA	Y
11	1510600665447	GREEN PHARMACY	155442	155442	SAM395	PSR	30.7.2011	2,11,20,000	1,68,96,000			JAMPDIA, MAYMENSING	Y
12	4001600690030	M/s Hanif Sanitary	69151	69151	SAM422	A.PSR B. JORIP O	A. 2.4.2012	A. 87,50,000 B. 49,24,242	A. 70,00,000 B. 40,00,000			A. PANCHOSAR, JORPUKURPAR, MUNSHIGANJ	Y
13	0701601696238	M/s NAHAR CHAUL	167199	167199	SAM453	BHUYAN ASSOCI	25.2.2011	4885000	3908000			A. DONGOR, BOGRA B. KISMOT SHIHIPUR, BO	Y
14	4301601115662	MIM ENTERPRISE	199408	199408	SAM582	GEODETTIC SURVE	24.8.2011	1900000	1560000			KALLYANDI, NARAYANGONJ	Y
15	2401201122787	JOINT AUTO	124589	124589	SAM612	PSR	12.05.2011	5500000	4400000			TOROF NOAPARA, JESSORE	Y
16	1502601883881	M/s Kashmir enterpr	152840	152840	SAM614	PSR	29.11.2011	47,00,000	37,60,000	A. 27,00,000 B. 20,00,000	A. 21,60,000 b. 16,00,000	A. OLARCHALA, KALIAPKOR, GAZIPUR (13.5) B.	Y
17	1524601241112	DOLPHIN BOOK HOU	144296	144296	SAM676	GEODETTIC SURVE	23.04.2011	7200000	5760000			JOPYUR, COMILLA	Y
18	4101602140799	OLUULLAHAR MESH	203637	203637	SAM729	GEODETTIC SURVE	20.5.2011	1,03,40,000	8272000			MYMENSINGH, KOTWALI	Y
19	0701602328232	JAMAL ENGINEERING	213703	213703	SAM734	JORIP O PARIDAR	26.05.2011	2,62,72,068	2,07,25,000	A. 164,35,704 b. 11,36,364 C. 87,00,000	A. 128,25,000 B. 9,00,000 C. 70,00,000	(A+B), NAGRA BAZAR, BOGRA C. DOSHTIKA, B	Y
20	1511200524997	JAMI MULTI FASHION	54687	54687	SAM839	PSR	18.03.2011	8325000	6660000	810000 C. 1587500 D. 427500	A. 4400000 B. 648000 C. 1270000 D. 342000	(A+B) BAGDANGA VILLAGE ROAD, BOGRA C. N	Y

PAPER PUBLICATION:

After making those reports, they publish this property into public newspapers like SOMOKAL, VORER KAGOJ, AJKER JIBON and so on. Through these newspaper they give an announcement for auction to customers according to 12/3 law. I got an opportunity to make drafts to publish in newspaper which will be gone for auction.

অর্থব্যয় আদালত আইন, ২০০৩ এর ৭ (১) ধারা মোতাবেক সমন নোটিশ
মোকাম : বিজ্ঞ ২য় অর্থব্যয় আদালত, ঢাকা।
অর্থব্যয় মোকদ্দমা নং-১৫১৩/২০১৫

BRAC Bank Limited, Head Office, 1, Gulshan Avenue, Gulshan, Dhaka-1212. ----- **Plaintiff**
-Versus-

1. Hogiur Rahman, Son of Mahbubur Rahman, Proprietor of Esha Traders & General store, House-20, Doleshor, Road- 5, Post office- Doleshor, Police station- Keranigonj, Dist- Dhaka. And Doleshor Bazar, Police Station- South Keranigonj, Dist- Dhaka. **2. Habiba Rahman**, wife of Hogiur Rahman, House- 20, Doleshor, Road- 5, Post office- Doleshor, Police station- Keranigonj, Dist- Dhaka. **3. Md. Sohel Ahammad**, Son of Abdul Motin (late), House-93/1, Block-A, Vill- West-Doleshor, Post Office-Doleshor-1311, Police Station- Keranigonj, Dist- Dhaka. And Doleshor Bazar, Road, Police Station- South Keranigonj, Dist- Dhaka. **4. Md. Nurul Amin**, Son of Hanif Ullah Chowdhury (late), House-10, Block-A, Vill- West- Doleshor, Post office- Doleshor-1311, Police station- Keranigonj, Dist- Dhaka. And Jamidar Bari Market, Doleshor Masjid Road, Police station- South Keranigonj, Dist- Dhaka.

-----**Defendants.**

এতদ্বারা আপনি উপরোক্ত বিবাদীপক্ষকে জানানো যাইতেছে যে, বাদী ব্যাংক গত ৬-০৬-২০১৫ ইং তারিখ পর্যন্ত ৪৭৯,২৬৫.৯৪ টাকা মাত্র আদায়ের জন্য আপনার বিরুদ্ধে উল্লেখিত মোকদ্দমা দায়ের করিয়াছেন। আপনি উপরোক্ত মোকদ্দমায় প্রতিদ্বন্দিতা করিতে চাহিলে আপনাকে ২৫-০২-২০১৬ ইং তারিখ কোর্ট ০৯.৩০ ঘটিকায় আদালতে স্বয়ং অথবা আইনজীবীর মাধ্যমে উপস্থিত হইয়া যথাযথ ব্যবস্থা নিবেন। অন্যথায় উপরোক্ত মোকদ্দমায় আপনার অসাবধানতা/অনুপস্থিতিতে একতরফা সুনীতি ও নিষ্পত্তি করা হইবে।

আদালতের আদেশক্রমে, সেক্রেটারি, অর্থব্যয় আদালত-২, ঢাকা।

Dated- 26-01-2016

Head of Corporate Affairs

Dear Sir,

Please arrange to publish the Show cause Notice in the inner page of "Inquilab" between 26.01.16 as per above format (2 column X 2.5 inch).

Thank You



Muhd. Waliul A.Khan
Senior Manager, Legal-HO
SAM- SME & Retail Banking
Operation Division.

Communicate with Customer:

When the property has published for auction in newspaper, customer comes to the department and tries to get information about the property. Most of the time they take a look about deed of mortgage, power of attorney, schedule of property, location map and its face value. I get a chance to communicate with customer by providing information and feedback on this property. After that customer pay 20% amount of his bidding amount to bank account and write an application for accepting his name.

Auction period:

There is a box where clients drop his application for bidding. Most of the time four to five clients attend for this auction period. The highest bidder takes the chance to get the property on behalf of him. Before hand over this property, client gives check to pay BRAC bank where client's account can be other bank which is called Payment order check. Bank authority makes slip on the basis of that check and issue it to their branch.

BRAC BANK LIMITED		Cash/Clearing/Transfer	
Head Office		Branch	Date 26.01.16
Taka 520,000		00000	125
A/C No. 50450700			
CREDIT The Amount on Payable for Recovery other - 81 (3 Am)			
Through che clearing other 81 Against Payable Amount BDT			
520,000, P.O. No. 2547255, Date-18.01.16, AIBZ, This is			
the Auction Amount for the property of Mahin Iron store.			
A/c: Five Lac Twenty thousand only.			
Taka			
Contra A/C			
Prepared by 4294	Tracer No. Initial	Authorized Officer 10631	Manager
 আল-আরাফাহ ইসলামী ব্যাংক লিমিটেড العرفة اسلامى بنك ليميتيد Al-Arafah Islami Bank Limited BHELANAGAR (015681393) Branch		PAYMENT ORDER 	
AIB PO No. 2547255		Date 18.01.2016	
Pay To BRAC BANK LTD		or Order	
The Sum of Taka FIVE LAC TWENTY THOUSAND ONLY.		Tk 5,20,000/-	
For Al-Arafah Islami Bank Limited			
A/C No. 0911011014003		AUTHORISED SIGNATURE	
2547255 015681393 0911011014003 19			

Liquidity Ratio Analysis:

In 2013:

Cash= 17,161

Investment= 21,299

Loan= 117,111

Current liabilities=127,892

$$\begin{aligned} \text{Quick ratio} &= \frac{17,161+21,299+117,111}{127,892} \\ &= 1.22 \end{aligned}$$

In 2014:

Cash= 17,089

Investment= 23,899

Loan= 121,941

Current liabilities= 148,464

$$\begin{aligned} \text{Quick ratio} &= \frac{17,089+23,899+121,941}{148,464} \\ &= 1.09 \end{aligned}$$

Here, we can see in liquidity ratio that

- In 2014, current asset is only 1.09 times of their current liabilities which is lower than 2013.
- In 2014, Cash amount seems not good enough comparatively 2013.
- Liabilities increase more than 2013.
- Loan portion also be greater than previous year.

So, to increase liquidity ratio in upcoming year, Bank has to concentrate to increase more cash deposits in bank accounts. Otherwise they cannot sell more loans and invest other site to increase their profit portfolio. Auction is one the processes where bank can increase cash deposit by selling defaulter securitized property. Also the department where I am assigned is taking a great a responsibility to recover its cash amount from customer. In all over SAM department especially Auction procedure is responsible to liquidate like default loan holder property converts into cash.

FINDINGS:

BRAC Bank is one of the fast growing banks in the banking sector. It was a wonderful experience working at BRAC Bank Limited. Employees of the bank were polite, helpful and nice to me. In spite it was not an easy job to find so many things during short period of time. Now, I would like to present my findings:

➤ Lack of training facility for interns

One supervisor has fixed for one intern but it is not adequate for interns. Because supervisor are always ready to teach to intern. They don't take us seriously.

➤ Shortage of availability of Machineries for interns

BRAC Bank Head office is supposed to be very well equipped by advance and available machineries. But there are shortages of stapler, calculator, punching machine etc. Therefore most of the time employees' activities are hampered for maintaining equipment as well as it create gathering on their short space. There is only one computer for the entire employee including me so when I need to entry some data in MS excel I had to wait when it would be available.

➤ Intern don't have facility to communicated to the higher authority

In the office hours officers were very busy, so it is very hard for me to go officer's room to understand some work activities.

➤ **Lack of Sit for the Customer Service**

There is no too much space for sit to customer. When the customer are come negotiate to the authority of SAM then they have to wait outside. So most of the time they need to stand out.

➤ **Designation fall in promotion**

There is lot's mismatch in promotion activities in their designation for service holder in BRAC Bank Head office.

➤ **Open desk for Employee**

Employee desk are always open so there is no privacy for employee in the Brac Bank.

➤ **Insufficient medical facility**

In BRAC Bank head office work 2100 employee but according to the employee medical facility are too much poor. And their medical services are also low. If any emergency come then they can't recovering the emergency.

➤ **Intern didn't have any Identify card**

In my intern period I saw that for intern their identity card. When intern Entry in the office they faced various hassle from the security authority. It is a very much pathetic for intern.

RECOMMENDATION:

To fulfill target by SAM department is not easy. Government and individual organization should concern about it. Some general instructions already discussed in previous section. This section will recommend some policy could be adapted by BRAC Bank Ltd specifically.

- Policies should be followed strictly.
- Interest rate should be decreased so that loan couldn't be bad loan.
- Prepare the Customer Relationship officers more comprehensively and realistically so that customers may not face any trouble to get loan.
- Some times CROs, bank staffs or direct sales team select their own borrowers in order to meet sales target. It's a major reason of defaulter. So BRAC bank should not create pressures on employees so that it hampers bank reputation.
- Set an entrepreneurs training session according to the business type.
- Borrower's assessment and monitoring system have to stricter. According to Current defaulter rate, there are some weakness in loan approval and monitoring system.
- BRAC bank can add common platform in order to provide loan by working with other financial institutes without hampering profits.
- BRAC bank should open separate banking segment for woman which encourage woman in baking activities.
- Analyze customers' behavior so that easily can understand what type of customer makes default and stop giving them SME loan.
- Remuneration and compensation package should increase for the entry and mid-level management for increasing efficiency and give feedback to them. Otherwise BBL can't retain the efficient and experienced employees.

LESSONS LEARNED FROM THE INTERNSHIP PROGRAM

As SAM (Special Assets Management) is the major function of the bank so that I have learned all the major tasks of recovering funds as per policies of special assets management. Such as MIS, (Management Information System), Legal co-ordination, recovery, Settlement and as well as the closing the default loan account.

- I have learned the process of analyzing the files of the default customers and the process of legal co-ordination.
- Dealing with delinquent borrowers.
- Learned about maintaining proper scheduling of information of default customer to reach them as soon as possible.
- Learned to get the attention of the default customers to get a feedback for get back the principal amount.
- Learned the tactics to get the principal amount as well as minimum interest amount from the defaults.
- Learned the laws for recovering the loan amount form the default customer.
- Learned about the NIA(Negotiable Instruments Act) & Its process,.
- Learned about the Artho Rin Adalat and how it works.
- Learned to deal the auctions of the mortgage properties of the default to get back at least principal amount
- In the end I know how to make end as settlements of the defaults customer account.
- Justification to write positive impact on bank portfolio.
- Minimize the bad loans, operating and legal expenses.
- Learned to manage NPL () in a cost effective manner for maximizing profit.
- Learned through stable working movement in the bank
- Learned about the corporate banking system.
- Learned about SME Retail Banking.
- How to satisfy their customer and shareholders.
- I learned time management activities in the bank. Every activity in the bank is done timely.
- Understanding the corporate behavior.

Conclusion

Special Assets Management is very important department for any bank. As a third generation bank, BRAC Bank Limited has excellent credit risk management practice which indicates excellence in Bangladesh at banking industry. To prepare this internship report, I have tried to gather necessary and relevant information to complete my report from my own personal experience as well as various sources. As I discussed before, I am using data of BRAC Bank Limited from the year 2007 to 2014. Like previous years, BRAC Bank Limited should continue to take regular initiatives to achieve better quality portfolio and move the Bank forward. The internship program is the first step to take preparation by mentally and psychically before doing a job. So the internship program makes good sense of organizational skill and before the internship a student may have idea only theoretical organizational skill, but after doing internship, we must know something about the organizational skills by the performance that assigned to us. An organizational skill is totally depends on different things such as Team works, work environment, enthusiasm and so on. By this program I sorted out some problems and suggest them with solution which I learn from my bachelor degree program. The intern report preparation was a hard task for me during my internship task but I tried to prepare this report as much as I could. In this report I identified about my goal, objectives that I had faced, benefit and service which I got from the bank. BRAC Bank Limited is one of the banks in the Bangladesh banking sector where they always emphasize its customer service, product development, and the involvement to the economic development of the country.

Hope that by these true words, it will be a good opportunity for me to know and learn about BRAC Bank Limited and the internship program is an advantage for my career. At the end I understood about the necessary about academic preparation and corporate environment.

Acronym

WORD	MEANING
ARA	Artho Rin Adalat
CMA	Case Merit Analysis
NPL	Non-Performing Loan
DPD	Day per Disbursement
BBL	BRAC Bank Limited
CRO	Customer Relationship Officer
EMI	Equal Monthly Installment
EMT	Extended Management Team
NI	Negotiable Installment
IFC	International Finance Corporation
ROC	Regional Operation Center
SME	Small and Medium Enterprise loan
TM	Territory Manager
ZM	Zonal Manager
AM	Associate Manager
RM	Recovery Manager

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