

***General Banking activities and HR practice  
-A study based on Sonali Bank Ltd.  
IN BANGLADESH***



**Report:**

**General Banking Activities and HR Practice**

**-A Study based on Sonali Bank Limited In Bangladesh**

**Prepared For:**

**Ms. Afsana Akhtar**

Assistant Professor

BRAC University

**Prepared By:**

**Mst. Anowara Khanam**

ID-09164049

MBA Course

BRAC University

**Date of Submission:**

**July 07, 2015**

66, Mohakhali, Dhaka -1212

July 07, 2015

**Ms.Afsana Akhtar**

Assistant Professor

BRAC Business School

66, Mohakhali, Dhaka -1212

**Dear Madam,**

Here is the Report on General Banking activities and HR Practice in Sonali Bank Ltd you asked me to prepare.

I have tried my best to present all the facts that I have recovered through my internship at Mohammadpur Bazar Branch, Dhaka in Sonali Bank Ltd.

I tried to work sincerely and hard to cover all relevant issues regarding the matter. Though I have faced some limitations in preparing this report, I have thoroughly enjoyed in preparing this report, which has contributed significantly to my understanding on how general banking activities are done And HR practice in SBL.

I sincerely hope, Madam, that my effort will make you to accept and appreciate my report.

**Sincerely Yours,**

*Anowara*  
07.7.15

**Mst.Anowara Khanam**

ID-09164049

MBA Program

*Approved -  
Afsana Akhtar  
7/7/15*

## **ACKNOWLEDGEMENT**

This Report on "A Report On General Banking activities and HR practice in Sonali Bank Ltd." has been made possible with active support from a number of people.

First of all, I would like to take the opportunity to thank the management of BRACU for giving me this magnificent scope to prepare this report. Thereafter I express my heartiest gratitude to my supervisor of this Report Ms. Afsana Akhtar, Assistant Professor of BRAC Business School for her continuous and patient guidance, support, inspiration and valuable suggestions.

My heartiest thanks to Mr.Md. Atiqur Rahman (SEO), Branch Manager of SBL, Mohammadpur Bazar Br who despite of his busy schedule has shared his valuable time and information which enable me to add more value to my report. I am also very much grateful to all my colleagues of SBL for helping me by participating in my questionnaire and by providing their valuable suggestions. I have a remarkable cooperation and contribution from all of them.

**Mst. Anowara Khanam**

**ID-09164049**

**MBA Course**

**BRAC University of Bangladesh**



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## Executive Summary

The main aim of this report is to analyze the importance of **General Banking activities and HR practice in Sonali Bank Ltd.** as a public organization. SBL has established itself as one of the leading and fastest growing Bank in Bangladesh.

In this report at first I have provided a background of the Report. Next, I have given a short description of **Sonali Bank Ltd.** SBL gives 18 type's services all over the country. This bank works mainly for Government.

Then next part is project part. In that part I have discussed General Banking areas and HR practice. The main aim of a company is to maximize the value of company. To maximize the value of company SBL needs to take care about General Banking areas. Because from these sections, SBL gets deposit, commission and earns more profit.

Besides, I have Shown HR practice which departments select Right people for right position to run business efficiently and effectively. Now SBL recruits talented and qualified candidates from all over Bangladesh.

After that , I have shown findings including Products which are not up dated or Schemes' rate are very low than Pvt. Banks and Development of Human Resources which is a must for service organization .

Next, I have recommended new product and appropriate training for employee's conclusions.

Finally my overall view if the bank controls its expenses and takes proper steps to overcome its little limitation; it will become a heart -trusted bank of People.



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# *Chapter -1*

# *Introduction*





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Sonali Bank Limited



## 1.1 BACKGROUND OF THE REPORT

Internship is a must for completing MBA program. Brac University has given me a scope to submit a report on my own organization, Sonali Bank Ltd. which is the largest state owned bank in Bangladesh.

I joined on 22th September, 2011 as officer at Kushtia sugar mills branch, Kushtia of Sonali Bank Ltd. In 9<sup>th</sup> February 2012, I am transferred to Krishi Bazar Branch, Dhaka. In this Branch, I was working as Establishment officer which is Mini HRM. In 21th September, 2014, I am again transferred to Mohammadpur Bazar Branch, Dhaka. Now I am working in Remittance section of General Banking.

The primary purpose of this report is to give my idea about the General Banking activities of Sonali Bank Ltd. and use of Human Recourses management

This report is an attempt to reflect the position of Sonali Bank Ltd. in the banking industry.



## 1.2 ORIGIN OF THE REPORT

From my working experience and internship period, I have prepared it by the authorization of my respected supervisor, Ms. Afsana Akhtar.

## 1.3 OBJECTIVES OF THE REPORT

**Objectives: There are two objectives of the report; such as**

### **Broad objectives**

- To fulfill the requirement of the internship program under MBA program.
- To express practical experience in the job field.
- To fulfill academic requirement.

### **Specific Objectives**

- To give an overall idea about the performance of Sonali Bank Limited.
- To give a brief idea about the check clearing and inland remittance.
- To give a brief idea about operational procedure export & import business.
- To give some idea about its management and organization structure.
- To know the importance of foreign trade in Bangladesh
- To identify major strengths and weaknesses of Sonali Bank Limited in checks clearing and inland remittance division in respect to other banks.
- To know the services provided by the bank.





## 1.4 SCOPE OF THE REPORT

As I am working in the Sonali Bank from 2011, I got the opportunity to learn different part of banking system. My supervisor has suggested working in the General Banking division and HR Section.

## 1.5 CAPACITY OF THE REPORT

This report covers the Sonali Bank Ltd. Organization over view Management and Organizational structure functions performed by the Sonali Bank Ltd. Scope of this report is very confined concentrate of the General Banking and HR practice.

## 1.6 METHODOLOGY OF THE REPORT

In order to making a report, two sources of data and information have been used widely.

**The “Primary Sources” is as follows:**

- \* Practical work experience.
- \* Information from senior colleagues & the branch manager.

**The “Secondary Sources” of data and information are:**

- \* Annual Report of SBL.
- \* Various books, articles, compilations act. Regarding general banking functions.
- \* Different ‘Procedure Manual’, Published by SBL.
- \* Different circular sent by Head Office of SBL and Bangladesh Bank.



## 1.7 LIMITATIONS OF THE REPORT

- The major limitation of the study was shorter time period. For an analytical purpose, adequate time is required.
- Due to some legal obligation and business secrecy Sonali bank is reluctant to provide data.
- The report is mainly based on the secondary data.

## 1.8 Conceptual Framework OF THE REPORT

**A commercial Bank like Sonali Bank Ltd helps to develop economy as follows:**

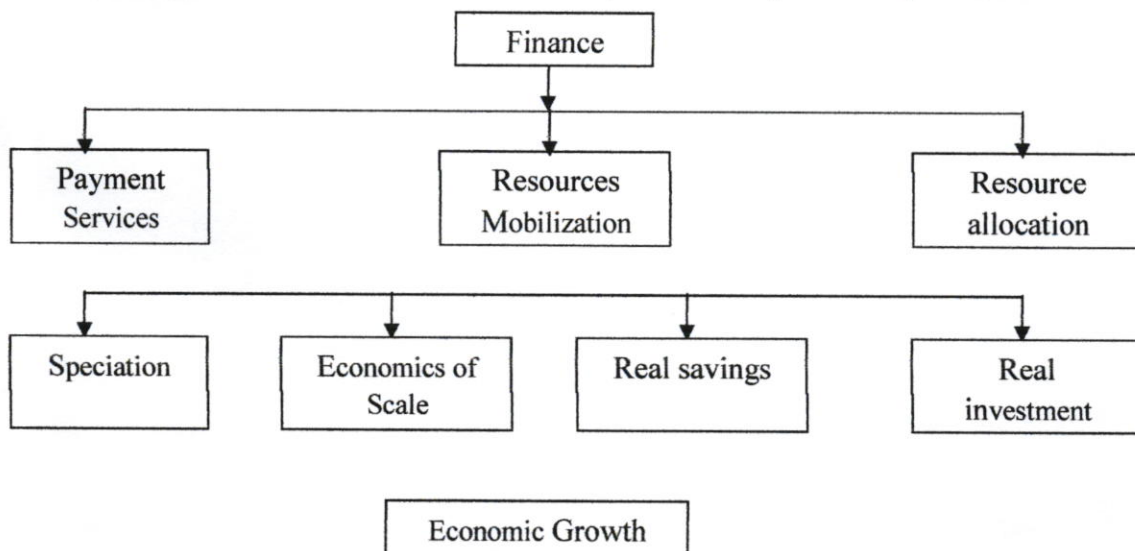


Fig 1: Development of Bangladesh





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# *Chapter -2*

## *Overview of*

### *Sonali Bank*

#### *Ltd.*





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## 2.1 Background of Sonali Bank Ltd.

Sonali Bank was established in 1972 under the Bangladesh Bank (Nationalization) Order, through the amalgamation and nationalization of the branches of National Bank of Pakistan, Bank of Bahawalpur and Premier Bank branches located in East Pakistan until the 1971 Bangladesh Liberation War. When it was established, Sonali Bank had a paid up capital of 30 million taka. In 2001, It's authorized and paid up capital were tk10 billion and taka 3.272 billion respectively. Presently its authorized and paid up capital is tk10 billion and take 9 billion respectively the bank reserve funds were take 60 million in 1979 and taka 2.050 billion on 30 June 2000

## 2.2 Branches of Sonali Bank Ltd.

Sonali Bank has a total of 1204 branches. Out of them, 242 are located in urban areas, 854 in rural areas, and 2 are located overseas. It also operates the Sonali Exchange Company Inc. In USA and Sonali Bank (UK) Ltd. United Kingdom, to facilitate foreign exchange remittances. Sonali Bank UK remits up to 14 destinations across Bangladesh directly; these include Dhaka Chittagong, Sylhet, Maulivibazar, Beanibazar, Balagainj, Biswanat, Jagannathpur, Sunamganj, Golapaganj, Nabigonj, Habigonj, Kulaura or Tajpur. There are currently three branches in UK, one located in Brick Lane, London another in small heath, Birmingham and in Manchester.



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### 2.3 Vision of Sonali Bank Ltd.

Socially committed leading banking institution with global presence. This banking vision and opportunity situated in everywhere we established and goal this process in opportunity purpose.

### 2.4 Mission of Sonali Bank Ltd.

Dedicated to extend a whole range of quality products that support divergent needs of people aiming at enriching their lives, creating value for the stakeholders and contributing towards socio-economic development of the country.

### 2.5 Sonali Bank Ltd. at a glance

Sonali Bank Limited is one of the largest public banks in Bangladesh. Recently it is going to introduce shares. It operation through One Head Office, 30 Main division offices, 6 General Manager office, 42 principal Office, 19 regional office and 198 fully computerized.

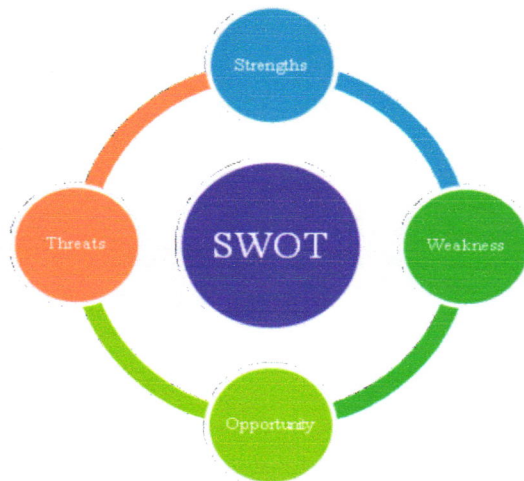




## 2.6 Value of Sonali Bank Ltd.

- \* Trustworthy
- \* Dependable
- \* Reliable
- \* Professional
- \* Dynamic
- \* Fair
- \* Secure

## 2.7 SWOT Analysis of Sonali Bank Ltd.





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## **A. Strengths :**

Anything that a company can do well or anything that is internally favorable to the company is known as strength of that company. Internal Strengths of Sonali bank Ltd. are:

1. Sonali Bank Ltd. is the largest commercial bank of the country. The bank has wide network having 1204 branches in urban & rural areas, 2 overseas branches & 13 foreign subsidiary branches.
2. The bank has a well-educated and trained workforce.
3. The bank has sustainability plans as indicated in its approach to diversify its line of banking business.
4. Government bank & Government support.
5. Sound organization showing good relationship. It has foreign correspondence relationship with 346 large of 98 countries. Top management is visionary.
6. Wide image.
7. Unlimited trustiness about SBL to rural people.
8. High commitments for customers.
9. Qualified and experiences personnel etc.



## **B. Weakness :**

Anything a company does poorly or any resource that a company lacks is called weakness of that company. Internal weaknesses of the bank are:

1. Excessive Classified Loans.
2. Some of the directors are not professional bankers, thus hindering effective decision-making.
3. Backwardness in using modern banking technology.
4. Higher rate of cost of fund.
5. More dependence to government section & self finance project in export & import.
6. Overall expenditures are high.
7. Insufficiency in commercial export & import.
8. Absence of service providing mentality
9. Absence of IT applications.
10. Somewhat manual based
11. Lack of motivation of workers.





### **C. Opportunities :**

Any favorable condition that exists in the external environment is known as opportunity of that company.

1. Expansion of business by using local branches & foreign subsidiary branches network.
2. Expansion of interbank foreign exchange business.
3. Expanding commercial import & export.
4. Financing to export oriented industries.
5. Incentives for export of nontraditional industrial products.
- 6 . High demand of credit.
7. High demand of small enterprise financing.
8. High demand of remittance facility.

### **D. Threats :**

1. Tough competition with Govt. Private & Foreign commercial banks.
2. Defaulting culture of the borrowers.
3. Unwillingness to work of some of employees.
4. Undue interference of the Govt.
5. Low interest rate in export financing imposed by the Govt.
6. Interfere of Combined Bargaining Agent (CBA)
7. Some rules and regulations of Bangladesh Bank.



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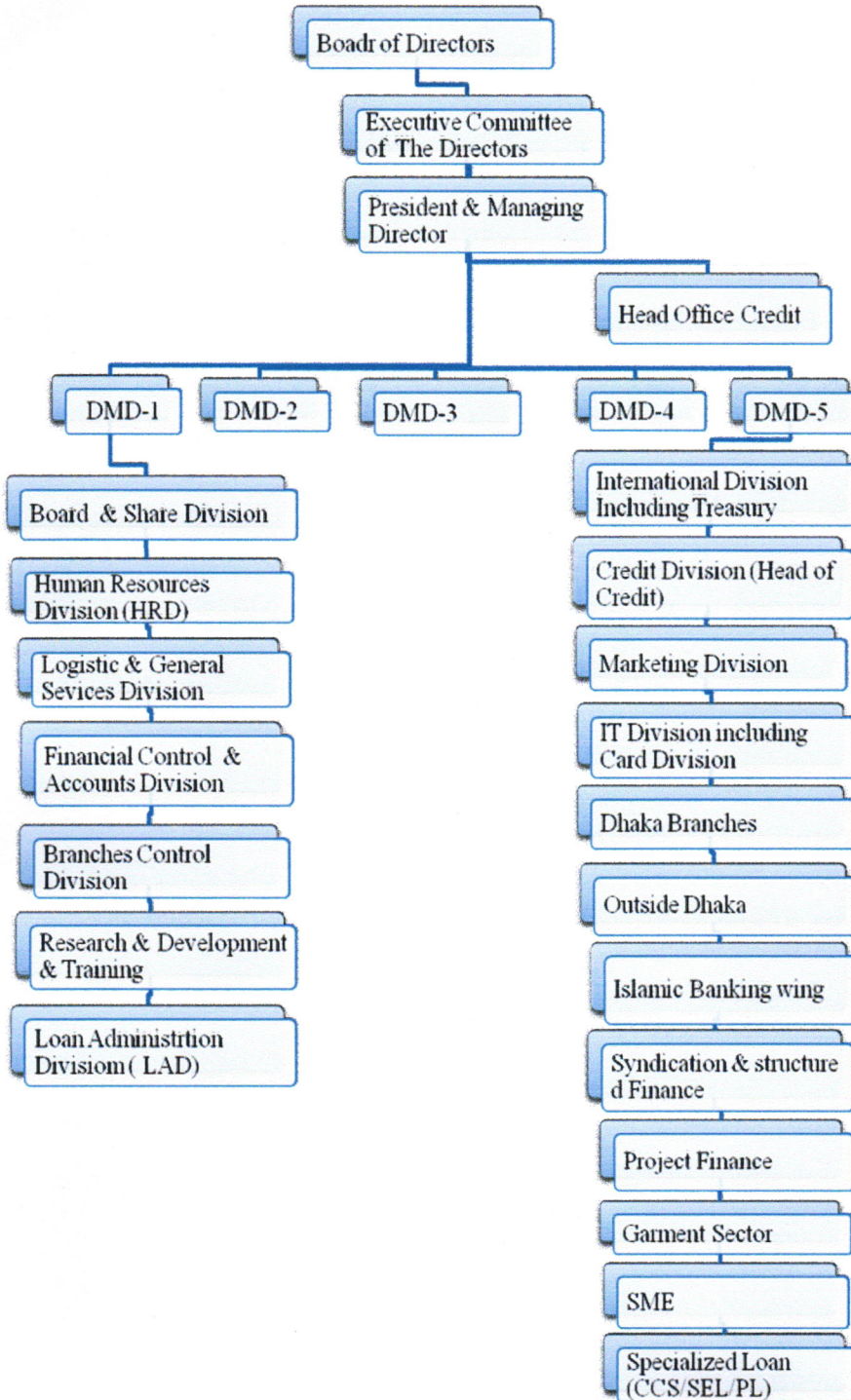
## 2.8 Corporate Profile of Sonali Bank Ltd.

Name of the Company	: <b>Sonali Bank Ltd.</b>
Chairman	: Fazle Kabir
CEO & Managing Director	: Pradip Kumar Dutta
Company Secretary	: A.K.A. Sajedur Rahman Khan
Legal Status	: Public Limited Company
Date of Vendor's Agreement	: 15 <sup>th</sup> November, 2007
Headquarters	: 35-42, Motiheel Commercial Area, Dhaka, Bangladesh
Area served	: Bangladesh & Overseas
Authorized Capital	: TK 66000.00 core
Paid-up Capital	: TK 3210.00 core
Employees	: 22,446
Number of Branches	: 1204
Phone-pabx	: 9550426-31, 33, 34, 9552924
Fax	: 88-02-9561410, 9552007
SWIFT	: BSONBDDH
Website	: <a href="http://www.sonalibank.com.bd">www.sonalibank.com.bd</a>
E-mail	: <a href="mailto:itd@sonalibank.net.bd">itd@sonalibank.net.bd</a>



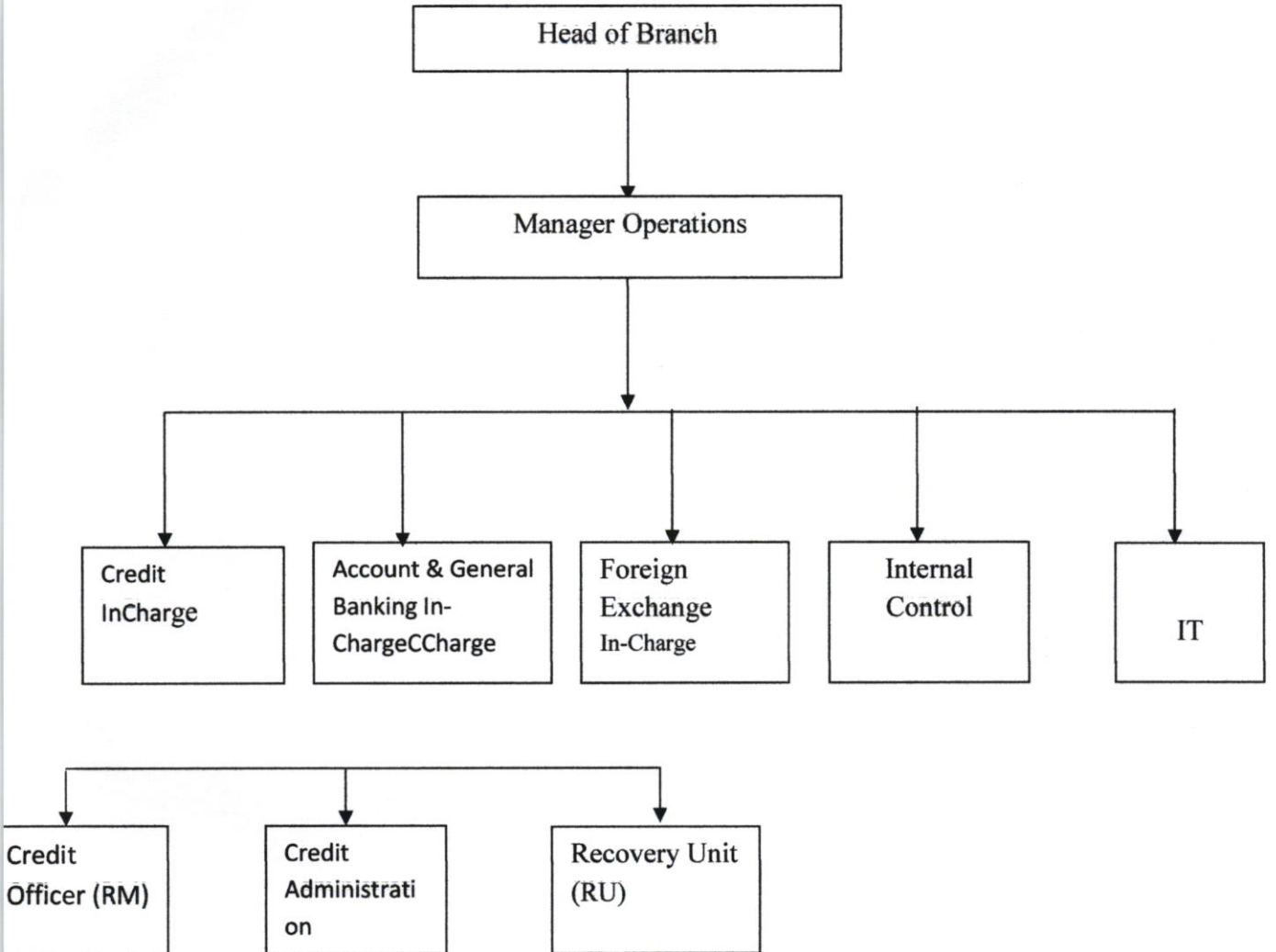


## 2.9 Structure of Sonali Bank Ltd.





### Organ gram of Branch:







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# *Chapter -3*

## *General Banking*

### *Areas*



### 3.1 Introduction of General Banking

General banking is the heart of business banking activities. General banking department performs the core function of bank operates the day-to-day transactions. It is the storage point of all kinds of purpose in transactions.

### 3.2 Function of General Banking

**There are many function of the General Banking. There are-**

1. Maintenance of Deposit A/Cs saving account / current account / cash credit deposits/ Fixed deposit/ short term deposit/ margin deposits/ Bond deposit / F.C. Bond deposit.
2. Receipts & payment of cash.
3. Handling transfer transactions.
4. Operating of clearing house.
5. Maintenance of accounts with Bangladesh bank & other banks.
6. Collection of Checks & Bills.
7. Issue and payment of Demand Drafts, telegraphic Transfers and payment Orders.
8. Executing customers standing Instructions.
9. Maintenance of safe deposit Lockers.
10. Maintenance of Internal Accounts of the banks.
11. Reporting to head office about daily position.
12. Saving all transaction record in computer.
13. Closing and transfer of different types of accounts.
14. Keeping good relation with valued customers.
15. Providing necessary support to the customers.



### 3.3 Sections of General Banking

I was appointed as Intern at Mohammadpur Bazar Br, Dhaka in Sonali Bank Ltd. By rotation , I have worked with the duty officers in five general banking sections. Now all are in details.

1. Account opening section.
2. Remittance section.
3. Bills and clearing section.
4. Cash section.
5. Mails receive and dispatch section.

#### 1. Account Opening section

One of the vital sections under general Banking is the account opening section. Banker customer relationship begins this section. In my Branch , Md. Nizam Uddin (officer) is charged with this duty.

Various tasks are performed in this section. Such as:

1. Opening of different types of account.
2. Issue of checkbook.
3. Transfer and closing of account.
4. Enquiry of account.

I have opened SB, CA ,STD and Deposit schemes with authorized officer. I have given CHQ Book to the clients. I have transferred by closing the account of government officers and others who have shifted to other district. I have informed the balance of account holders on demand.





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### **(i) Fixed Deposit Account :**

They are also known as time liabilities or term deposits. These are deposits, which are made with the bank for fixed period specified in advance. The need not maintain cash reserves against these deposits and, therefore, the bank offers higher rates of interest on such deposits. These deposits generally constitute more than half of the deposits with the banks. There are-

1. Opening and operation of fixed deposit account:
2. Advance against fixed deposit:
3. Surrender of deposit receipt before the maturity date:
4. Deposit receipt is not a negotiable instrument:
5. Deposit in joint names:
6. Cheques against fixed deposit:
7. Exemption from stamp:
8. Loss of fixed deposit receipt:
9. Change of names:

### **(ii) Saving Bank Deposit Account:**

These deposits are mostly of small amounts and are accepted by banks to encourage persons of small means to make savings. Frequent withdrawals are not allowed and interest is generally allowed on monthly balances. The cheque facility is also available in case the depositor agrees to maintain a minimum balance.

### **(iii) Current Deposit Account:**

In case of current or demand deposits, the bank undertakes the obligation of paying all cheques drawn against it by the customer till it has adequate funds of the customer with it. The current

Account is a running account and, therefore, it never becomes time barred. The special characteristics of such an account are as follows: The primary objective of current account is to save big customers as big businessmen, joint stock companies, public authorities, etc. from the risk of handling cash themselves.

The cost of providing current account facilities is considerable to the banks since they undertake to make payments and collect the bills, draft, and cheques for any number of times daily. The banks, therefore, do not pay interest on current deposits while on the other hand some banks charge for incidental charges on such accounts.

### **Opening of Current and Saving Accounts :**

Following formalities are required to be completed before a current or a saving account is opened in a bank; Application on the prescribed form: Photograph: Introduction or reference: Specimen signature Mandate for an operation of the account by an agent: Opening the account: A pay-in-slip book, checks book, A pass book,

### **Dormant Account :**

Dormant Account is those accounts, which are without any customer created transaction for a long time. The law has not prescribed any period after which an account should be treated as a dormant Account because of absence of any transactions by the customer in his account. Every bank has its own policy in this respect.





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## **2. Remittance section :**

Sonali Bank Ltd earns more from this section by TT,DD,MT,PO, Spot cash , Western Union , Xpress Money, Transfast, EFT,BFTEN etc. In my Branch, Mst. Anowara khanam (officer) and Begum Sanjida Shahrin (officer) are charged with this duty. I have sent TT,MT,DD through RMS+ software. I have issued payment orders. Besides, I have download Foreign Remittance using ID of authorized officers.

### **Telegraphic Transfer (TT) :**

Telegraphic Transfer (TT) is another widely used mode for remittances of funds. Telegraphic Transfer is quicker than a transfer of amount by DD or MT. The customer deposits money with the branch to be sent. The customer obtain a cash memo containing TT serial number.

### **Procedures for the incoming TT :**

After receiving the telex, it is decoded at first. Then the TT serial number, test number are verified. A credit voucher in favor of the beneficiary's a/c is prepared and passed.

### **Payment Order (PO) :**

Payment Order (PO) is an instrument that contains an order for [payment to the payee only in case of local payment whether on behalf of the bank or its constituents. Customers can purchase to deposit as security money or earnest money. Payment Order is in the form of receipts and issued by joint signatures of two officials. Payment of this instrument is made from the branch it has been issued. The payee's banker who should certify that the amount would be credited.



### **Demand Draft (DD):**

Demand Draft (DD) is an instruction payable on demand. It is a negotiable instrument issued by the branch of a bank containing an order to another branch of the same bank to pay a fixed sum of money to a certain person or order on demand. This instrument can be purchased by a customer from a particular bank branch for himself or for beneficiary and can be handed over to the purchaser for delivery to the beneficiary. The payee or beneficiary will claim the amount of money in the instrument by producing the same to the concerned paying branch.

Demand Draft may be paid in cash to the payee on proper identification or the amount may be credited to his account. Banks issue drafts for a nominal commission. The commission depends upon the amount to be transmitted. The purchaser of the DD needs not to be a customer or account holder of the bank.

### **Procedures for Western Union, Spot cash , Transfast, Xpress money :**

Customers show pin number to the banker for payment . If 8 digits, it will be spot cash, If 16 digits ,it will be Xpress money , if 10 digit ,it will be Western Union, If 12 digit , it will be Transfast. Then the banker log in that site and confirm payment by matching information.

### **EFT and BFTN :**

From various countries , amount is directly transferred to the branch of the clients. Now, share bonus,fund transfer and salary of Govt and Private org are given through BFTN.

### **3.Bills and clearing section :**

This section is very critical and complex. It carries risk. In my branch an Officer named Rezina Sultana is charged with this section who is well-experienced and skilled enough to deal such complexities. I have scanned clearing cheques and sent high value cheques in Fixed time. I have prepared LSC for SC.



### **SC and LSC (BILLS) :**

If the client deposits CHQ of Dinajpur at his account of Mohammadpur Bazar Branch, Dhaka , that is called SC. When Mohammadpur Bazar Branch, Dhaka response the collected SC that is called LSC.

### **Clearing :**

This section of General Banking deals with both the clearing of inter-banking and intra-banking checks. The checks which are deposited during the whole day are scanned and sent to Bangladesh Bank's central clearing center for clearing. Clearing is somewhat a complex process. Each and every scheduled bank has a clearing account with BB which is used to clear the payments made by checks.

The checks that are scanned and sent to the BB are submitted to the center and the payments are made from the respective BB clearing account. This is truly a great step taken by the current Governor of Bangladesh Bank, Mr. Atiur Rahman. It has made the inter-banking transactions so easy and prompt. Checks amounting more than Tk. 10.00 lac are immediately submitted to the central system before 11:00 am and cleared on an urgent basis. In my branch an Officer named Rezina Sultana is charged with this duty who is well-experienced and skilled enough to deal such complexities.

### **4. Cash section :**

One of the most important sections of the branch is Cash Department. It deals with all kinds of cash transactions. This department starts the day with cash in vault. Each day some cash that is opening cash balance are transferred to the cash officers from the cash vault.

Opening cash balance is adjusted by cash receipts and payments. This figure is called closing balance. This balance is then added to the vault. This is the final cash balance figure for the bank at the end of any particular day. There is an important clause and duty practiced by the branch is to refund the principal amount that exceeds a certain amount to the principal or local branch of the bank.



Mohammadpur Bazar Branch is very busy. There are 3000 pension holders who take pension from 1<sup>st</sup> date of Month to 10<sup>th</sup> date. That time is horrible. I have issued tokens for the clients to make payment quickly. Sometimes, I have maintained cash scroll. I have given posting of Government challans using ID of authorized officer.

**In my branch , the below employees are involved in cash section.**

Name	Designation	Duties
Rokeya Begum	Executive Officer (JC)	To open & manage vault jointly
Md. Jafar Ahmed	Senior Officer (JCC)	To open & manage vault jointly and payment money
Ferdausi Ara	Officer (cash)	Receive money (sb,ca,std,loan)
Md. Hasanuzzaman	Officer(cash)	Receive scroll maintain
Salma Sultana	Officer(cash)	Receive money (schemes)
Mazhar Uddin	Junior Officer(cash)	Receive Challans

### **5. Mails receive and dispatch section.**

Internal letters are maintained in Local mail register (Receive & send). External letters are sent maintaining Registered mail register . Numbering of letters is the main task of dispatch section.In our branch. Md Delowar Hossain (officer) is charged with this section.

From my first day of internship, I was in duty of Despatch. A number of business letters ,statements, SC cheques are sent to local office, post office,head office and other business organizations. These are posted with number in outward register. When business letters ,documents, circulars ,orders, memorandums came , I posted in inward register with number.

This section is important for numbering. By number, all are traced out in need.





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## *Chapter -4*

# *HR Management of Sonal Bank Ltd.*





## 4.0 Human Resource Management in Sonali Bank Ltd.

In spite of all technological and intellectual developments – human resources remain the single most influential factor behind the success of any organization. We at SBL believe that a competent, committed and fully motivated team of human resources is the main driving force for performing at the highest level in a fiercely competitive financial market like Bangladesh.

Accordingly, the Bank's strategy is to attract, retain and motivate the most talented and success driving people. The Bank has developed a detailed HR manual and service rules covering the recruitment guidelines, promotion criteria, training and other related issues. HR manual and service rules are reviewed and updated so as to keep it time befitting and upholding employees' stake at the Bank's success. The core strength of HRD at SBL is its transparency and continuous endeavors for achieving the excellence.

### 4.1 Recruitment in Sonali Bank Ltd.

Recruiting is important because the best- qualified applicants must be found to fill vacancies. Recruitment is the process of finding and attracting qualified or suitable applicants to fill vacancies. The methods and procedures used to acquire an understanding about jobs are called job analysis. There are mainly two sources of recruitment: internal and external.

On the other hand selection is a process of hiring suitable people for job. Right man for right job is the main goal of selection. The selection process involves many steps such as preliminary reception of application, interviewing, test, medical test, references and final decision of hiring.

Based on these two definitions of recruitment and selection SBL also practices a formal established recruitment and selection procedures.



**Recruitment Flow-chart of SBL :**

Workforce forecasting



Prepare and publish advertisement



Receive application through several sources



Sort the CV's according to the criteria



Plan for Selection Test



Create Database and Inform Candidates  
(Interview cards, emails, phone calls etc)



Taking necessary preparation for exam



Recruitment File closing with reports



Taking Joining/File Handover to the appointment unit



## 4.2 Selection Process in Sonali Bank Ltd.

Selection is a decision making process. A process is a number of interrelated activities. The selection process is a series of steps through which applicants' pass. For example, a candidate who fails to qualify for a particular step is not eligible for appearing for the subsequent step. Result of each step is crucial. Failure of any step disqualifies the candidate from attempting the next step.

### Process of Selection in HR

Preliminary Interview
Selection Tests
Employment Interview
Reference & background
Selection Decision
Medical Examination
Job offer
Employment Contract
Evaluation

## 4.3 Socialization or Orientation in Sonali Bank Ltd.

HR is much more than just recruiting people. Once employee selection is completed, a proactive HR department helps the new hire become a productive and satisfied employee. The process of becoming a productive and satisfied employee is important to the organization and to the employee. This initial turnover is common.





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The new comer often wants to know, “Will I be able to do the job? Will I fit in around here? Will the boss like me? Employees are likely to quit during their first few months than any other time in their employment. Orientation program familiarizes new employees with their roles, the organization, its policies, and other employees. It is a process of helping new employees adapt to their new organizations and work responsibilities. It is a process of adaptation.

New employees suffer from anxiety. Anxiety is high at entry and new employees want to reduce that anxiety very quickly. Stress is high because the new member feels a lack of identification. Loneliness and a feeling of isolation are not unusual response. New employees need special attention to put them at ease.

This means providing an adequate amount of information to reduce uncertainties and ambiguities. Through this program, personnel department can reduce employee turnover. It can reduce turnover by meeting personal objectives of employees. Cost of turnover is very high. Costs are associated with recruiting, training and developing new employees. When employees quit, the loss may be high because of training, skills that they take with them.

The orientation of the new employees can be done either by the new employee’s supervisor or by the people in the personnel department. Formal orientation programs usually depend on the personnel department and the supervisor. In many medium and large organizations, the personnel department takes charge of explaining such matters as overall organizational policies and employee benefits.



#### 4.4 . Training and Development in Sonal Bank Ltd.

Every organization needs well-trained people to perform the activities that have to be done. If current or potential job occupants can meet this requirement, training is not important. At the time of recruitment employees possess a certain amount of knowledge and skill. As time passes their knowledge becomes obsolete unless it is updated by proper training. When this is not the case, it is necessary to raise the skill levels and increase the versatility and adaptability of employee.

As jobs are become more complex, the importance of employee training has increased. Competent employees do not remain competent forever. Skills deteriorate and can become obsolete. Skilled and knowledgeable people are always short in supply. This is why, organizations spend billions of dollars each year on formal training. Intensified competition, technological change and the search for improved productivity are motivating management to enhance expenditures for training. Competitive advantage of a firm depends on the knowledge and skills possessed by the employees.

#### 4.5 Performance Appraisal and Compensation in Sonali Bank Ltd.

Although helping others improve their performance is one of the manager's most important tasks, most managers freely admit performance appraisal and improvement coaching gives them difficulty. Judging an employee's performance accurately is not always easy.

Often it is even harder to convey that judgment to the employee in a constructive and painless manner and to translate feedback on past performance into future improvement. Determining appropriate compensation is a related task of great importance.





#### 4.6 Promotions, Transfers, Demotions, and Separations in Sonali Bank Ltd.

The movement of personnel within an organization- their promotion, transfer, demotion and separation- is a major aspect of human resource management. The actual decisions about whom to promote and who to fire can also be among the most difficult, and important, a manager has to make.

#### 4.7 HR Practice at Mohammadpur Bazar Branch, Sonali Bank Ltd.

Effective utilization of employees involves allocation of additional authority and responsibility, as and when they acquire adequate expertise and competence. Secondly, good work of an employee is to be recognized and rewarded. Thirdly, career development involves vertical movement of employees. Finally, higher vacancies in the organization are to be filled up progressively.

In Branch level, Establishment Section plays the role of HR. Shahanaz Hossain , Executive Officer is charged with this administration. I have worked with her in most of my internship period which are shown below:

1. I have prepared Monthly salary .
2. I have prepared Yearly Budget.
3. I have prepared office order for employees.
4. I have sent regular official statement at PO & Ho in SBL.
5. I have prepared charges and suspense vouchers.
6. I have prepared leave record.
7. I have made procedures for PRL.
8. I have stocked office stationary for employees.
9. I have made memorandum for employees .
10. I have prepared festival & incentive bonus.



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# *Chapter -5*

## *Findings of*

### *The Report*





## 5.1 Findings

1. Since 2007 to 2011 every year income is increasing. So , the authority is careless about competition.
2. CBA affected the overall performance. High authorities are caught at their revolt.
3. Main Sources of Income is Foreign Exchange Business. Other business should be elaborated.
4. Maximum branches are not computerized so it effect the efficiency of the employee and customers are disturbed for delay of service.
5. Product are not up dated. Schemes' rate are very low than Private Banks.
6. Salary structure is not good. To serve a huge employees , salary is poor which demotivates qualified employees.
7. Corruption exists. From Upper level to lower level SSS, all hanker after money. For money , they work many illegal work such as loan sanction without proper Documents.
8. Ensure proper division labor in the desk. Unfortunately , someone works more, someone passes time by gossiping.
9. Ensure sufficient manpower. Work load is more for lack of employees.
10. Development Human Resources which is a must for service organization.
11. Needed personnel having business knowledge by MBA.



## 5.2 Recommendation

There are some recommendations toward concern authority for overcoming the shortcomings in below:

1. All banking activities should be performed using IT
2. Bank should neglect the manual based operation
3. All branches should be well decorated
4. Staff and officers should speak polite and low voice
5. Bank should introduce new product
6. Bank should consider experience, written test and viva examination in cases of promotion
7. Bank should provide appropriate training
8. Bank should take motivational effort
9. To limit interferences of CBA.
10. The entire department should be well informed regarding their goals and objectives. It is essential to execute company objectives into individual target.
11. There must be a clear allocation of responsibilities authority and accountability.
12. The bank should introduce more promotional activities.
13. Development of Human Resources.
14. Proper maintains co –Letter.
15. Ensure the proper communication system.





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## Conclusion

Sonali Bank Limited is the largest commercial bank as well as the largest employer in both the public and private sector in Bangladesh. The bank is playing an important role in the socio-economic development through the development of industrial sector. The bank provides all the conventional banking service as well as some specialized financing activities to the economy period.

Finally we can say if the bank controls its expenses and takes proper steps to overcome its little limitation, it will become a first rows bank of Bangladesh. So in conclusion it can be said that every organization has its positive as well as negatives and in case of Sonali Bank Limited existence of the later one is less than the earlier one and as the management is determine to reach the pick of success it seems that in near future the negatives will be eliminated. Because Sonali Bank Ltd. Is near to the heart of the people acting old heritage with new generation ensuring digital Bangladesh.



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