Report on
Customer Service Relationship at
United Commercial Bank PLC

By

Muhit Khan Dishal
Student ID: 20304037

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

BRAC Business School (BBS)
BRAC University
June 14, 2026

Declaration

It is hereby declared that_

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

Student's Full Name & Signature:

Muhit Khan Dishal

Student ID: 20304037

Supervisor's Full Name & Signature:

M. Nazmul Islam PhD

Associate Professor at BRAC Business School (BBS)

BRAC University

Letter of Transmittal

June 14, 2026

Dr. M. Nazmul Islam
Associate Professor
BRAC Business School

BRAC University.

Subject: Submission of Internship Report.

Dear Sir,

It is my pleasure to inform you that I have written the report on "Customer Service Relationship at United Commercial Bank PLC" after successfully completing my internship at United Commercial Bank PLC where I was provided with the opportunity to work in the General Banking (GB) department under the supervision of Farhana Akter.

I have put in my best effort in completing the report with the essential data and recommended proposition within due time in a significant compact and comprehensive manner as possible.

I strongly believe that the report will meet the criteria and therefore, I pray and hope that you will accept the report and oblige thereby.

Sincerely,

Muhit Khan Dishal

Student ID: 20304037

BRAC Business School

BRAC University.

Non-Disclosure Agreement

This contract is performed by and among United Commercial Bank PLC and the student of BRAC University, who is being undersigned. As an intern in the General Banking section under the Talent Acquisition in United Commercial Bank PLC, I had access to a lot of confidential information. I am also well aware of the sensitivity of such data and the importance of keeping the same confidential for the sake of data privacy. I realize that I have a duty of complying with the privacy policy of United Commercial Bank PLC and as such, I am not allowed to disclose or give such information to any other party.

Muhit Khan Dishal

Student ID: 20304037

Acknowledgement

First and foremost, I like to be sincere for Allah giving me an opportunity to complete my internship at United Commercial Bank Limited (UCBL). For providing me the opportunity to work at such a distinguished organization and for providing me the opportunity to get the firsthand knowledge of the banking industry, I am grateful to UCBL. My understanding of customer service operation in a banking institution has improved immensely as a result of the exposure I got from my internship. My sincere gratitude also goes out especially to my internship supervisor Farhana Akter for her support, patience and direction. I was able to overcome a number of obstacles and advance my career because of her mentoring efforts. I also want to express my gratitude to the entire staff who were always willing to help and provide information about the day-to-day workings of the bank in an insightful manner. At last I will like to express my gratitude to my academic supervisor M. Nazmul Islam for his unwavering support and encouragement both while writing this report and during my entire academic career. This study would not have achieved its present quality without his enlightening comments and advice.

Executive Summary

The customer service relationship in this report is evaluated in the United Commercial Bank PLC, especially in the operations of the General Banking Department of the bank. Having conducted the apprenticeship between 23/10/2025 and 22/01/2026, the research has equipped me with various banking experiences such as assisting customers in the opening of accounts, issuing cheque, distributing ATM cards, and responding to customer queries about various transactions and services in their accounts. The main objective of this report is to analyze and review the customer service policies used at UCB PLC, analyze their effectiveness and propose possible areas of improvement. UCB PLC is a financial institution with 89 branches spread across Bangladesh and engaged in providing quality services to its customers. The report seeks to provide an insight into the operations of UCB PLC and the importance of customer service in promoting customer satisfaction and loyalty towards the company. The report will contain a general overview of the operations of UCB PLC, the activities I performed during the internship, the challenges that the General Banking Department faces, and the lessons I learned. It ends with the recommendations on how to improve customer service processes, strengthen the relationships of the bank with its clients and guarantee the further evolution and satisfaction.

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List of Acronyms

UCB	United Commercial Bank
GB	General Banking
KYC	Know Your Customer
AML	Anti-Money Laundering
SSC	Signatures with Signature Card
UCBL	United Commercial Bank Limited
LDC	Learning and Development Centre
FDA	Fixed Deposit Account
CDA	**C**urrent Deposit Account
EFT	Electronic Finance Exchange

Chapter 1 Overview of Internship

1.1.1 Information of the Intern

Name	Muhit Khan Dishal
Student ID	20304037
Academic Program	Bachelors of Business Administration
Concentration/Major	Human Resource Management (HRM)

1.1.2 Internship Information

Duration	3 months (23 October 2025 - 22 January 2026)
Bank Name	United Commercial Bank PLC
Branch Location	105 Kazi Nazrul Islam Avenue, Titas Gas Bhaban, Kawranbazar, Dhaka-1215.
Department	General Banking (GB)

1.1.3 Internship Company Supervisor's Information Name and Position

Supervisor's Name	Farhana Akter
Designation	First Assistant Vice President

1.1.4 Job Scope - Job Description/ Duties/ Responsibilities

During my internship in the General Banking Department at UCB PLC, my core area of responsibility was to make sure that the operations in General Banking Department could ran smoothly and enhanced customer service experience. My duties involved:

- Assistance to the client with properly filling Account Opening forms to open Savings, Current account and FDR accounts.

- Conducted primary examination of KYC documents to ensure that they are compliant with banking regulations.
- Handled the Master Inventory Register in respect to the systematized listing and tracking of Cheque Books and ATM cards.
- Ensured the physical issuance and activation of ATMs cards and cheques books of approved account holders.
- Made outbound telephone calls to notify the consumers of their banking instruments.
- Supervised frontline customer requests on account balances, transaction histories, and overall services.
- Assisted the cash management department in the preparation and verification of the deposit and withdrawal papers.
- Kept the entry cards and delivery records so that there is a proper and clear audit trail of all issued items.
- Helped customers with the technical process of ATM activation and the use of the digital banking services of UCB.
- Liaised with top officers to balance the manual registers with the electronic bank system of closing on a daily basis.

1.2 Internship Outcomes

1.2.1 Student's Contribution to the Company

As an intern at the United Commercial Bank PLC, I significantly improved the working effectiveness of the branch by offering much support to the General Banking and Cash Management department. I presumed a proactive role in the process of the whole account opening process, including carefully screening the KYC documentation and assisting the clients in the ways that best fitted their needs with a financial product. By regulating the issuance and activation process of cheque books, as well as, ATM cards, I helped to relieve the senior staff of administrative activities, and reduced the waiting period of clients. I added value in the important area of cash management by offering assistance in the areas of receipt and disbursement, checking the authenticity of deposit documents carefully, matching signatures with bank database, and balancing paper documentation with electronic files to maintain the integrity of the transactions. Besides such technical duties, I also served as a major point of contact regarding customer queries and used my communication skills to resolve any issues and clarify complex banking-related processes. The fact that I was competent in my handling of these duties helped maintain the high standard of service offered by the branch even during peak hours when there was shortage of staff members thus finally supporting the commitment of the UCB to excellence in managing customer relationships.

1.2.2 Benefits of the Internship Program

The internship experience with the United Commercial Bank PLC was not just another requirement to my academic course; it was an eye-opening experience that reduced the types of knowledge I would have learned in the classroom into learning opportunities that offered practical and realistic skills. Being involved in the daily activity of a very busy branch allowed me to see the human side of the financial world, where every transaction is a sign of trust in an individual and every question is a chance to help. This experience made me leave my comfort zone and prove that the banking profession is based on building relationships and empathy as much as it is on numerical analysis and regulatory compliance. My experience of working in collaboration with more advanced professionals allowed me to cultivate an increased level of confidence and cohesive sense of professional identity, which would not have been achieved without the theoretical studying.

The following aspects outline the main benefits and growth that I achieved during this program:

- **Professional Relationship Management:** Developed the ability to treat diverse tempers of the customer in terms of empathy and professionalism, which ensures a high level of satisfaction in even the most difficult situations.
- **Pragmatic Banking Competence:** Gained operating skills in the General Banking (GB) division, which includes account opening (Savings, Current, Fixed Deposit) and the secure delivery of Cheque Books and ATM cards.
- **Financial Security and Regulatory Compliance:** Gained a clear understanding of the Know Your Customer (KYC), Anti-Money Laundering (AML), and Data confidentiality policies and procedures, which highlighted the paramount importance of accuracy and legal adherence in every action that occurs in transactions.
- **Operational Cash Handling:** Developed exemplary skill in cash handling, such as checking cash notes and matching paperwork and computerized banking.
- **Effective Communication:** Able to reduce complex financial terms and banking laws into simple and understandable information that can be received by common citizens.

- **Problem-Solving & Adaptability:** This area has improved analytical reasoning, which was done by resolving real-time transaction conflicts and also ability to adapt well to dynamic and fast-paced environment of a busy branch.
- **Corporate Professionalism:** Developed direct experience in a corporate setting, with the discipline, good time planning, and professional work ethic in line with the requirements of UCB.

1.2.3 Difficulties Faced During the Internship

Despite the fact that the Internship experience in the **United Commercial Bank PLC (UCB)** was a stage of significant professional growth, it was also associated with many practical challenges that had to be faced immediately. The shift in the classroom atmosphere to the dynamic atmosphere of UCB branch meant that there was a need to accommodate immediate operational needs where accuracy is paramount. The challenges included not only the understanding of banking procedures but also the maintenance of high service standards even in high seasons when the resources and technological opportunities were at full load. The specific difficulties I faced included:

- **Peak Hour Traffic Management Staffing:** Handling the high customer traffic during the peak hours was also a challenge because the department had challenges with staff shortages and as a result it had increased pressure to handle the number of requests with accuracy.
- **Technical System Latency:** There was occasional delay in the banking software, as well as digital platform, which led to the delay in processing transactions, and further work to keep customers patient and communicating.
- **Compliance with KYC Strictness:** It was not always an easy task to make sure that all customers provided all the necessary and valid documentation to open an account because most clients were not accustomed to such strict regulations and got frustrated with the documentation process.
- **Checking on Complex Signatures:** In this Cash Management section, it was challenging to compare old or non-congruent signatures with Signature Card (SSC) database since any error led to a financial imbalance.
- **Dealing with Communication Barriers:** Making the complex banking terminology easy to understand using a simple, everyday language to clients with limited banking knowledge was always a serious issue.

- **Workload Prioritization:** A combination of various tasks at the same time, including filling account forms, answering phone calls, and monitoring the cheque book delivery log required a level of multitasking that proved to be very daunting at first.
- **Emotional Labor in Dealing with Angry Frequent Flyer:** This situation was about dealing with angry customers who had to wait in long queues during a transaction or had account issues, and I was required to ensure a high degree of emotional strength in order to remain professional and calm in the face of verbal aggression.

1.2.4 Recommendations on Future Internship

With my firsthand experience as an intern with UCB, I have noted that there are some aspects in which the internship program and the departmental operations may be improved. These suggestions are aimed at making the process of learning easier in the subsequent students, and, at the same time, to maximize the operational effectiveness of the department.

- **System Performance Improvements:** Improve the stability and operational performance of the core banking solution to reduce delays when the system is under heavy usage.
- **Structured Training Period:** Introduce a brief, formal orientation program to incoming interns to help them have an idea of the internal documentation and Know Your Customer (KYC) rules of work at UCB before starting to have client-facing duties.
- **Optimization of Staffing:** Add temporary staff or support staff when the need is high, to maintain efficiency in the service delivery and reduce waiting time to the customers.
- **Promote Interdepartmental Rotation:** Have the apprentices rotate to various departments, such as Foreign Exchange and Credit, to give them a more comprehensive understanding of the operation structure of UCB.
- **Promote Improved Digital Literacy among Clients:** Make more digital tutorials available or interactive kiosks to help clients use UCB digital applications, which will reduce the load on General Banking service representatives.
- **Create a Program of Formal Mentorship:** Have every intern assigned to a specific senior officer to provide him or her with regular advice on complex account investigations and banking policies.
- **Document Management Modernization:** Replacing manual registers with integrated digital records that will help speed up the reconciliation process of checkbooks and ATM card delivery.

Chapter 2 Organization Overview

2.1.1 Introduction

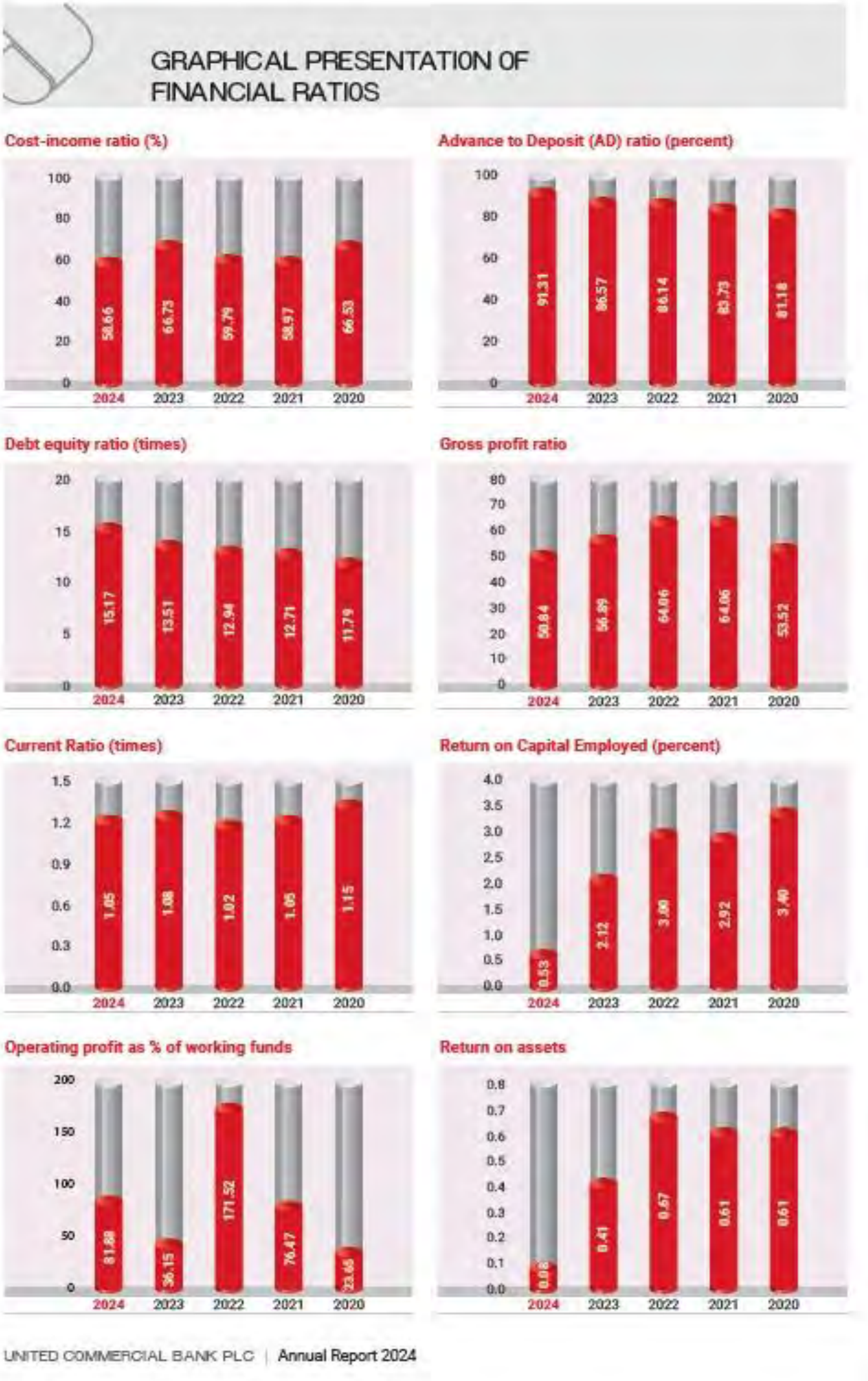
The banking industry in Bangladesh has grown tremendously over the last few decades and most of the commercial banks are in competition to get clients. The quality of customer service has become a significant point of divergence between banks as they struggle to gain in the contest. United Commercial Bank PLC (UCB) is one of the largest commercial banks in the Bangladesh, which is also known as a leading manufacturer of innovative financial products and focus on satisfying its clients; the bank has a General Banking Department, where I had a chance to work during my internship. This department is important in maintaining customer relationships since it is the direct intermediary in maintaining the account, issuing the check books and ATM cards as well as answering the inquiries of the clients. The goals of this report include evaluating the customer service processes of UCB PLC, analyzing its strategies of engaging with its customers and recommending improvements where necessary.

2.1.2 Overview of the Company

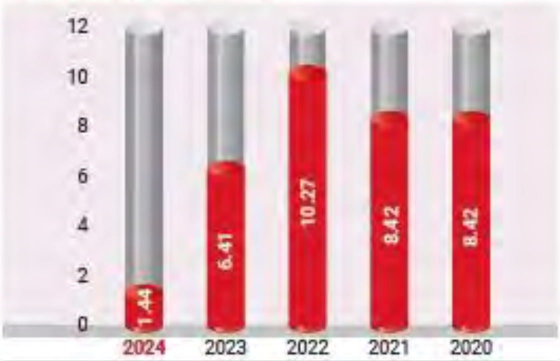
United Commercial Bank PLC (UCB) is one of the leading establishments in the Bangladeshi financial system and has set the benchmarks of the first generation of the private commercial banking. UCB was founded in **mid-1983,** and since that time, it has played a major role in shaping the national economy by enhancing entrepreneurship and facilitating large-scale trade and financial practices. Being ranked as one of the most successful 30 publicly listed companies in Bangladesh as well as a part of the legendary DSE30 Index the bank is praised because of its financial strength, innovative approaches and commitment to the progress of society. Following the core belief of Unified in Integrity, Growing Sustainably UCB operates its businesses based on a vast network of **231 branches** and offers a full range of tailor-made services in Retail, SME and Corporate banking. The core of the organization is the leadership, which is represented by an effective Board of Directors, who will guarantee the further popularity of the bank as the choice of financial organization among customers. This is done by maximizing of value and providing significant contributions to the national economy which is made possible by the innovative products which include UCB Cards and remittance services as a whole (Islam, M. S. 2015).

2.1.3 Vision, Mission & Core Values

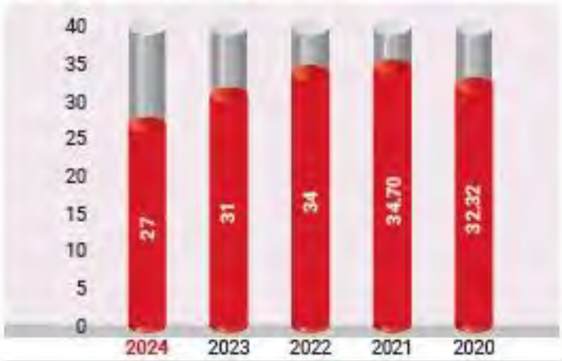
2.1.4 UCB Bank in Bangladesh at a glance



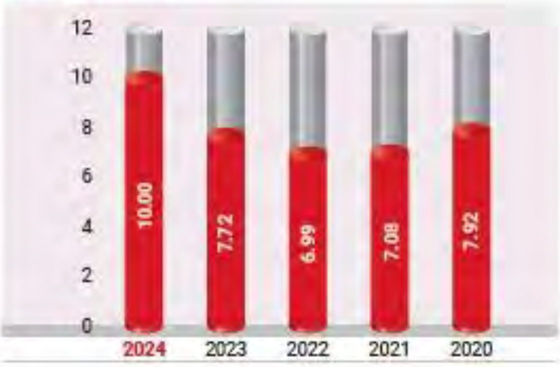
Return on equity (percent)



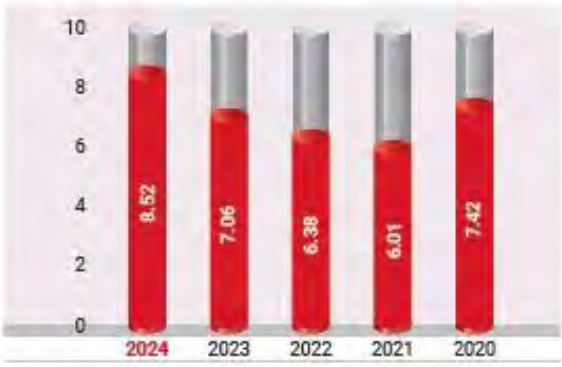
CASA Deposit as % of Total Deposit



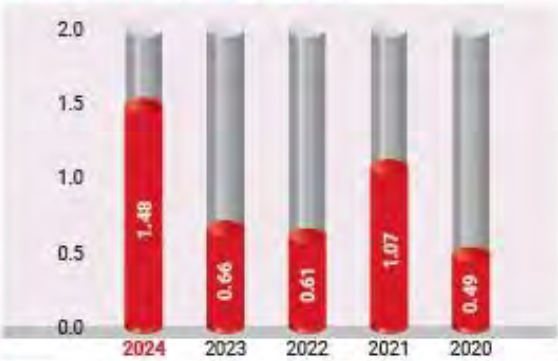
Yield on advance



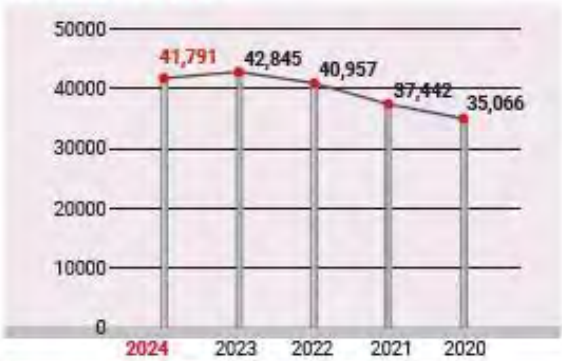
Cost of fund



Spread/Net interest marign (NIM)

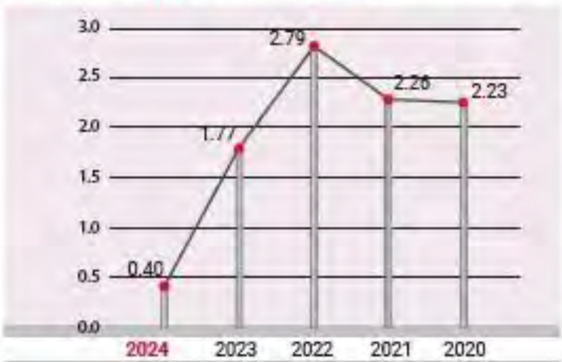


Shareholders' equity*



Stock Performance 2024 (Price (BDT)

Earnings Per Share (BDT) - (restated)



1. The Paradox of Interest Margins vs. Bottom-Line Profit

The fact that the interest spreads are not related to the net profit is one of the most striking aspects of the 2024 report. On the one hand, the bank was able to raise its Yield on Advance to 10.00, which assisted in raising the Net Interest Margin (NIM) to 1.48% which is more than twice as much as it was in 2023.

But this win in lending efficiency failed to make it to the bottom line. The Return on Equity (ROE) went down to 1.44 percent against 6.41 percent and the Return on Assets (ROA) dropped to a very low figure of 0.08 percent. This implies that as the bank is making more money on its loans this is being absorbed-it is probably the skyrocketing Cost of Fund (8.52%) and even greater administrative costs or loan-loss coverage not reflected in the interest margin itself.

2. Rising Funding Costs and Deposit Composition

The bank is undergoing an enormous challenge in its source of money. The CASA Ratio (Current Account and Savings Account), which is the cheapest source of funding by the bank, fell down to 27 per cent.

Due to the decreased number of customers holding money in low-interest savings accounts, the bank has been forced to turn to more costly term deposits. This is the reason why the Cost of Fund increased considerably to 8.52%. Descriptively speaking, the bank is being compelled to purchase money at a premium price in order to maintain its lending activities afloat thus limiting the potential amount of profit that can be made.

3. Aggressive Lending and Liquidity Stress

The Advance to Deposit (AD) Ratio has increased to 91.31, as compared to 86.57 last year. This represents highly aggressive lending stance in the banking sector. Although this indicates that the bank is operating in the market, a higher AD ratio than 90 percent is a very strong indicator of a liquidity crunch. It is the equivalent of the bank having borrowed out more than 91 Taka, for each 100 Taka that the bank has received as a deposit. This gives a very slim buffer against unforeseen withdrawals or economic shocks, and indicates a tight liquidity stance on the part of UCB in 2024.

4. Operational Efficiency and Market Perception

The Cost-Income Ratio is still an issue at 58.66. Though this is a minor improvement on last year when the bank experienced a spike, it still means that more than half of the total income of the bank is being consumed in order to light the bulbs and remunerate employees. Together with the increasing Debt-Equity Ratio (15.17 times), the bank seems to be more leveraged and less operationally lean as compared to the past years.

These fundamentals have been met with caution by the public investors. The Stock Performance chart indicates a definite bearish tendency with the share price decreasing by approximately 25 percent in the year (falling by 12.4 BDT to 9.2 BDT). This downward trend is reflected in the lowering Earnings Per Share (EPS), which decreased by 1.77 BDT to 0.40 BDT indicating that the market is not optimistic about the short-term growth of the bank.

United Commercial Bank PLC is in the defensive stage. Although the management has managed to reprice loans to earn more, macro-environment, which is marked with high funding costs and dwindling low-cost deposits, is exerting heavy pressure on net profitability. The short-term problem facing the bank will be to stabilize its CASA base and reduce its operating costs so that the higher interest margins can reach the shareholders.

2.1.5 Organization Structure

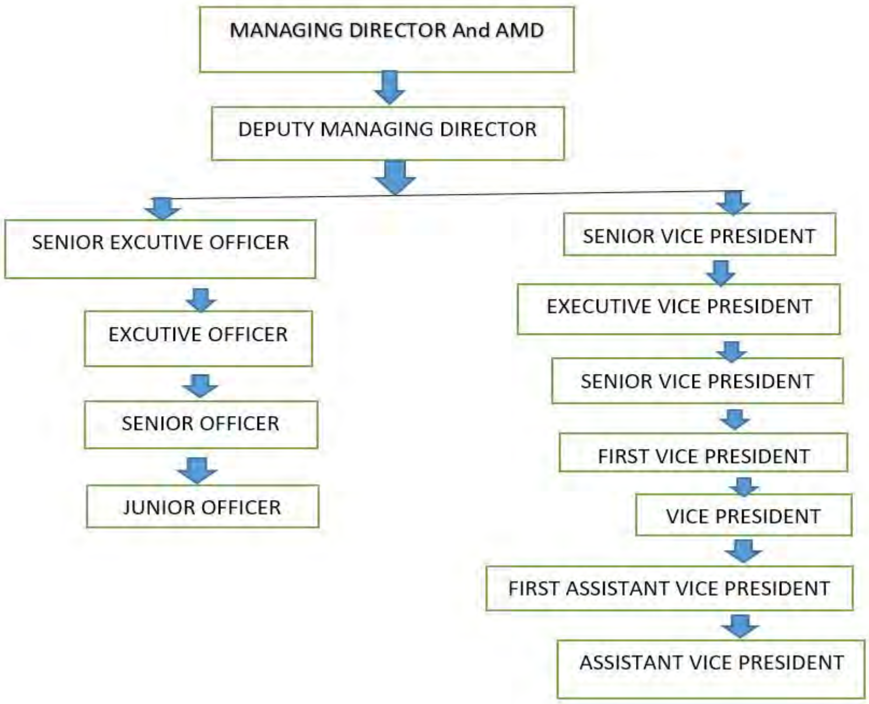


Figure 1 Organization Structure of United Commercial Bank.

2.1.6 Organogram of United Commercial Bank Ltd, principal branch

Figure 2 Organogram of United Commercial Bank Ltd, principal branch

2.1.7 Cash management

The basic foundation of all transactions of money is cash. Cash segment can be an extremely delicate area in the department. Any cash transaction is carried out in the currency division, which incorporates the vault that is used as a storage of cash and other financial instruments. The head office authorizes the vault constraint of the branch, as well as an extra guarantor. This segment starts running at exactly 9AM when the exchange trading time opens. The cash officer is obliged to start his or her transaction with access to the cash adjustment ledger followed by some entries of computer programs before being able to start any exchange. At that stage the concerned officer withdraws money in the vault and shares the same with the authorized individuals on condition that s/he will not be involved in cash activities extensively and this process is known as the opening cash adjustment. The vault is kept in a place that is better secured. The adjustment of total opening currency requires enrollment passage. After the full cash exchange at the end of day, the currency left in the cash counter is safely returned to the vault and it is labeled as cash management. When the amount of money deposited by individuals surpasses the capacity of the vault, then any excess money will be shifted to the primary department or any other specified organization, however, when any situation arises, the security provided cannot be availed. The key functions of the finance department are:

- Cash receiving
- Cash Payment

2.1.8 Cash receiving procedure

The procedure of Cash receiving is given below:

- The depositor is required to fill out all fields indicated on the deposit slip thus making the first step in the process.
- Then the depositor should fill in the interest points, namely, the serial number, amount, etc. Besides the signature of the slip and retention of the part of the slip that pertains to the bank, the Cash Officer has the mandate of creating a computer portion of the exchange in his or her program besides in the system.
- The rest is allocated to the depositor and the entries that have been made by the individual are verified and contrasted against the computer posting.

2.1.9 Cash Payment Procedure

The procedure of Cash payment is described below:

- First, the depositor has to fill out all the fields that are identified on the loan slip.
- The client has to place the check or checks in the money counter first. The Cash Officer will also analyze the instrument in order to establish whether it has been seriously altered, whether it has been endorsed properly, whether it has been crossed etc. He verifies the program checking whether the change is available or not, and he does it with full confidence and without any accidents.
- In the event that the money officer has observed something suspicious, he will hand it over to the cash in charge so as to stop the payment, and the authorized officer will check the signature with the help of Statement of Signature Card (SSC).
- The bank officer must make a phone contact with the account holder at that time in the event that everything is satisfactory so that he/she can provide assurance on the installment data. The person who is taking the check is then requested to sign the check on the other side of the instrument, and it is the duty of the cashier to enter the details of the installment on his register and to fill in the computer passage. The final stage is

payment of the sum of money that is held in the instrument is eventually paid to the bearer enroll and computer posting holder.

2.1.10 Account Opening/ Account Closing Procedure, Cheque book Issues

Throughout my internship, I worked in the general banking department of UCBL. My major role was to provide the client with the check and to prove and sign the account opening form on behalf of the client. The officers dealt with computer access since coordination of access to the account management application were not allowed. I was personally engaged with the client benefit to demonstrate the client in all the UCBL shop items, and I also demonstrated the items to passing customers. It was of paramount importance that I obtained information about the UCBL Items and what was required to open this account.

2.1.11 Current Deposit Account

The current deposit account will be used in case of trade-related purposes. Free or CD account target clientele include the open-constrained companies, proprietorship, non-profit organization and the companies with constrained. An individual cannot open this type of account. In this regard, there is no intrigue. The adjustment of this account is an advantage to the bank.

2.1.12 Savings Bank Account

This was taken as an account to assist individuals that should save an income. This can be in individual or joint account. Twice yearly, intrigued was linked with this account.

2.1.13 Special Noticed Deposit Account

An Extraordinary Notice bank Account is a bank account which earns interest and can be opened by any individual or corporate body within a restricted time. A short note was recently sent to the bank concerning a quick take with the aim of enabling the bank to put the finances into order. This was done comparatively recently.

2.1.14 Fixed Deposit Account

The department takes a known sum of cash with the financial professional over a specific duration of time with an insurance lower than the method of the predetermined bank store item.

The interest rate in this account is subject to change very often depending on the emergency of the banks. When the bank requires money to play its part in the advancement and growth, the interest rate on this account becomes high and this gives the depositor more trust in keeping his money in this specific bank. The rate of interest becomes lower when the need of the store is at its lowest. The intrigued rate of this account is large. At UCBL, they apply some applications in their work-related operations. Being an intern at UCB, I also had the experience of understanding the software used at the company.

UCBL has multiple of software and those are:

- **ORACLE FLEX CUBE**: The withdrawal and Deposit is the primary activity in the computer program.
- **UNIX**: The overall aim of this program is to ensure that the signature and personal details of the account holder are checked.
- **U-CBS**: Through this program, UCB can see exchanges articulation of a client (this can be in month, day, or year). Also, through this program, UCB can see the balance that their customer has in their account and you can use this computer software to see the supplemental information.
- **U COLLECT**: Through this program UCB carry out all the bKash exchange with their customers.

2.1.15 Formalities for Opening a New Account

For opening a new account, the following thing are required for personal or savings account:

1. Account opening shape duly filled and signed by the applicant.

2. Two copies of subsequent visa estimating picture of candidate with confirmed properly by the introducer and 1 international id measure subsequent picture of chosen one confirmed properly by applicant.

3. An introducer, maintaining a similar sort account with this bank who is also risking up to present the modern applicant.

4. Duplicate of passport/National Personality Card/ Birth Certificate/ of both the candidate and the nominee.

5. Information documentation of occupation and source of wealth or wage in example going by card or compensation certificate.

6. Utility bill duplicate/ Phone bill duplicate/ house lease bill.

Having obtained the all required records checking Account opening Outline nearby Applicant Signature Card, Client Trade Profile Frame and Information shape on Cash Washing candidate are training to place a starting whole of cash of tk. 500 or more to cash counter.

2.1.16 Procedure for opening a Proprietorship Account

When it comes to creation of a proprietorship account, this practice is repeated in the creation of individual account in expansion trade. Also, the formation of the proprietorship account requires a license and a proprietorship seal.

2.1.17 Procedure for opening a Partnership Account

After opening an individual account in expansion, the same technique is adopted later on. Moreover, trade license and partnership deed are the documents that should be possessed in order to open a partnership account.

2.1.18 Procedure for opening an account of Limited Company

There is also the additional need of the following archives besides those archives required in opening the individual account of each and every individual member of the administration group of the organization.

- Certificate of Incorporation.
- Resolution of the Board of directors.
- Company seal.
- Company Tin certificate.
- Memorandum and Articles of Association.

2.1.19 Fixed Deposit Accounts

In the majority of cases, Branch recognize an outstanding amount of money with the clients over a fixed time period with a specific rate of intrigued under the term set that can change occasionally after the maturation of the deposit.

Fixed deposit account can be opened in the following form:

- As an Individual
- For Two or more persons as Joint FDR account.
- As Sole Proprietorship Concern Fixed Deposit Account.
- Fixed deposit account in the name of Partnership concern Firm.
- Fixed deposit account in the name Limited Companies (Both for Public and Private).
- In the name of Society or Club or association or Local Bodies / Govt. / Semi Govt. Organization etc.

2.1.20 Closing an Account

When a customer wants to close his account in the bank the following formalities are performed:

- The holder of the account must provide a written request to the head of the branch as a form of communicating his willingness to close the account.
- The holder of the book must submit all the remaining pages of the checkbook which are then destroyed by the bank officials.
- Also the bank imposes a closing fee of TK. 230 on SB A/C accounts and TK. 345 on the CD A/C accounts.
- To surrender the cheque, the client will be asked to withdraw the remaining cash that is retained in his/her account.
- The top of the account opening form corresponding to the relevant account has a closed seal attached to it.

2.1.21 Issuance A New Cheque Book

Under normal circumstances, the client is provided with a check book where 20 check takes off are provided in case of savings account and 50 check takes off in case of CD/SOD account on successful completion of marking a check demand form by the client. Frequently Once the demand frame has been received the check book is sent within three working days. Checkbook delivery and the fulfilment of all account opening processes must have been of late. The client may instruct another person to pick up the check book instead of doing it himself by noting on the back of the check requisition form in case he maintains a strategic distance. People will not be able to draw the checkbook in ninety days and this will destroy it.

2.1.22 Involved in the Card Division Project

Bank provided Three types of card:

- Debit cards
- Credit Cards
- Prepaid cards

Customers of United Commercial Bank Limited have access to a number of card offices. There are five categories of credit cards. Some of these include classic, gold, platinum, signature and business card. These credit cards are of five or six varieties. They have green and blue cards, which are part of ordinary customers. There are special type cards which are distributed to customers and their stores, they are known as gold and platinum cards. The gold credit card will be given to clients whose annual investments are above six TK requirements and gold credit card will be issued to the clients whose annual investments are above twenty-eight needs. Besides, UCB has Visa, Commerce, Security and tax collection cards. Customers are free to expand their credit card limits on security and not on FDR. Also, UCBL extends all credit cards to trade holders of the women, and more recently, they are making paid in advance cards to understudies who have to make purchases through web in foreign, and Netflix bill payers. The most popular Visa Platinum Card (VP Card) issued by CBL is the most recognized one. The VP card provides its customers with high quality fees, benefits and rewards globally. This credit card is categorized into a gold color, platinum, bronze, blue and dark color depending on offices. The center east of this card is however, availed anywhere in the world.

2.2.1 Recruitment and Selection Process

The process of recruitment and selection in United Commercial Bank PLC (UCB) is a well-coordinated activity that is geared towards the selection of individuals that reflect the core values of the bank integrity and excellence. The process usually begins with the publication of an official job notice that is advertised by the use of mainstream national newspapers, the official UCB career portal, and popular job search sites including Bdjobs. After applications are received, comprehensive screening is done to select those candidates that meet the stated academic and eligibility qualifications. Such candidates are further invited to take a competitive written test which assesses their analytical, linguistic and mathematical skills. The successful candidates advance to the viva-voce phase, whereby a panel of top management would evaluate their personality, communication skills and cultural fit. After the final selection, the new recruits do not get a direct appointment to permanent positions but instead they undergo a probation period lasting between three and six months in various branches. Such a field-first practice ensures that they learn the actual skills of the branch activities, which include the General Banking and Cash Management before they are given their defined professional roles.

2.2.2 Training and Development Practices

Training and development forms the basis of the commitment shown by UCB to develop a future ready workforce. One of the aspects of this strategy is the Learning and Development Centre (LDC), a special department acting as the centre of focus of all courses. After a branch assignment, the trainees will be taken to the LDC in Dhaka where they will undergo an intense 21-day residential training course. Starting with basic banking software, down to the high compliance and Anti-Money Laundering (AML) codes, this program will ensure that there is no gap between the theory and the actual working environment of the bank. Realizing the importance of the digital transformation, UCB also offers a powerful online training platform that allows the staff members to participate in online courses of e-learning at any place. This mix of hands-on lessons in a given branch, the classroom-type training in the LDC, and flexible online learning ensures that the UCB employees remain the leaders of the industry and they can deliver the high-quality service that the reputation of the bank is based on.

2.2.3 SWOT Analysis of UCB PLC

The SWOT analysis serves as a model of addressing the strengths, weaknesses, opportunities and threats that the UCB PLC has in its operations of customer care.

Strengths	Weaknesses
• A high level of focus on customer support. • Digital banking infrastructure in the present. • Good customer loyalty and brand awareness.	• Limited access with rural areas. • Dependence on traditional banking methods. • High running expenses.
Opportunities	**Threats**
• Demand of mobile banking solutions are increasing. • Retail banking industry expansion. • Expansion to rural underdeveloped markets.	• Intense competition among global and other privately-owned banks. • Adjustments is regulations in Bangladesh Bank. • Economic volatility has an effect on customer financial behavior.

Table 1 SWOT Analysis of UCB PLC

2.2.4 Porter's Five Forces Model of UCB PLC

Force	Intensity	Key Driver
Rivalry	High	Over 60 banks in a small pool of liquidity.
New Entrants	Low	Capital requirements and regulation.
Buyer Power	Moderate	The customers can change easily with the help of digital tools.
Supplier Power	High	The deposits are now being paid a premium by the banks.
Substitutes	Moderate	MFS (bKash/ Nagad) is a powerful substitute of payments.

Table 2 Porter's Five Forces Model of UCB PLC

1. Rivalry Among Existing Competitors: Very High

There are 61 planned banks and the Bangladeshi banking market is teeming with players.

- Direct Rivals: UCB is a first and second-generation private commercial bank that competes directly with other banks such as BRAC Bank, City Bank, Eastern Bank and Prime Bank.
- The "Deposit War": This intense market share competition is demonstrated by the huge increase in the deposits at UCB (topping 130 billion BDT in 2025).
- Differentiation: Rivalry is intensifying to offer digital-first experiences, with UCB introducing its Open API banking and collaborating with bKash to differentiate itself via technical convenient.

2. Threat of New Entrants: Low

- Hurdles in regulations: Bangladesh bank has stringent licensing regulation and minimum capital regulation.
- Brand Loyalty and Trust: In a sector-wide liquidity crisis and increasing Non-Performing Loans (NPLs), new entrants have a long way to go before winning the same level of public trust that already resides with the established players, such as UCB (established in 1983).
- Economies of Scale: New entrants find the existing bank networks with branches and agent outlets (UCB has in excess of 220 branches and hundreds of agent outlets) to be prohibitively expensive to duplicate.

3. Bargaining Power of Buyers (Customers): Moderate to High

- Low switching costs: In simple retail services (savings/checking), customers are able to shift money around, more so with the advent of online on boarding and applications.
- Service Sensitivities: The corporate clients and individuals with high net worth have huge bargaining power when it comes to negotiating better interest rates on massive deposits particularly at times when banks are in dire need of liquidity.
- Information Availability: As rates and service quality become more transparent, customers will be able to easily compare the services among 60 or more banks, compelling UCB to maintain its service as Unified in Integrity**.**

4. Bargaining Power of Suppliers: Moderate to High

- Depositors: In the present liquidity crunch, depositors (the source of raw material) are very powerful. They require increased interest rates that UCB has been forced to pay, and thus, the increasing Cost of Fund (8.52% in 2024).

- Tech Providers: With UCB moving to AI, Cybersecurity, and branches entirely online, it will be highly dependent on its tech vendors around the globe. These suppliers are highly influential because of the nature of their services which are specialized.

5. Threat of Substitute Products: Moderate

- Translation: Typically, mobile financial services (MFS), such as bKash and Nagad, represent significant replacements of traditional banking, particularly in the context of transactions and small-scale savings. UCB has been able to counter this threat through its association with bKash and not by mere competition.
- Capital Markets and Non-Banking Financial Institutions (NBFI): Investors can prefer stock markets, government bonds or Non-Banking Financial Institutions (NBFI) to conventional bank deposits when the interest rates of a bank are not very competitive or when confidence in the banking sector is lost.
- Microfinance: NGOs and microfinance institutions are still a potent alternative to traditional credit in rural locations.

Chapter 3 Project Part

3.1 Introduction

Banking in Bangladesh has long since moved beyond transactions in the modern financial scene; it is a business sector which is primarily based on trust and the strength of personal bonds. In my time with United commercial bank PLC, I personally witnessed the application of the motto of the bank, United in integrity in the day to day lives of the bank at the general banking desk. The given report should be considered as the product of my three months of deep immersion into the spirit of UCB activity where I changed the theory on a piece of paper in a classroom to the action to meet the diverse needs and feelings of real people. Through the thorough interaction with the General Banking and Cash Management departments, I developed a unique understanding of how a leading first-generation bank manages to balance strict regulatory adherence with an internal culture of service that is highly individualized to ensure not a customer feels unwelcome.

3.2 Objectives of the Report

I noticed a number of relationship-building and operational excellence tactics at UCB, and my main aim in the research is to state an objective and candid reflection of the efforts. To get more precise, I was interested in exploring the experience of a customer, as a whole, which, in turn, began with the initial documentation that needed to be made to open an account and culminated with the load-bearing accuracy of working with money and checking payments. One of the main reasons was to examine how the bank deals with the expectations of its customers and how it can solve conflicts in the peak days of high pressure. This was an aim that went beyond the technological. The final goal of this report is to fill the gap between my educational background and professional reality that I am undergoing. It will do that by finding out the real struggles that front-line staff members are encountering as well as always giving helpful suggestions that will further enhance the services offered by the bank and the environment in which future interns will grow.

3.3 Significance of the Report

The report is of specific interest as it serves the purpose of connecting the professional banking industry of Bangladesh with the academic community. It is an official record of the progress of a student to my future profession that captures the lessons I learned concerning patience, communication and problem solving that could not be well accomplished in a textbook. The research gives UCB a fresh, on-ground, perspective of an intern, which implies that there are minor yet significant operational limitations that can be minimized to enhance client satisfaction, including the system latency or the necessity to have a better queue management. Moreover, it is used as a reference to my university and as a helpful guide to those interns who are going to work in the field, and demonstrates how a person is prepared to contribute to the national economy with tremendous outcomes in case he/she incorporates both theoretical knowledge and practical field experience in his or her work.

3.4 Methodology of the Report

In the methodology of this report, the qualitative research strategy is applied and encompasses both primary and secondary data to provide a comprehensive analysis of customer service relationship in United Commercial Bank PLC. Primary data collection relied on direct observation of the day-to-day experiences of the General Banking Department and direct contribution to the key work of this department, including opening of accounts, issuing of check books, and issuing of ATM cards. To make a further insight into professional service practices and conflict resolution, informal interviews with the heads of departments and senior officers were also conducted. To support these convenient conclusions, secondary data was collected through thorough analysis of the Annual Reports, information in the official websites of UCB, and marketing brochures. Literature concerning the best practices of international banking were also reviewed. This two-fold approach of analysing the operations environment and relying on the already known theoretical banking frameworks ensures that the report is anchored to the real operations environment at UCB.

3.5 Client Classification

1. General Clients

To General Clients, UCB targets Mass-Market Scalability. This segment is the foundation of the bank's deposits, and they must be handled in a large volume and friction-free manner.

Service Philosophy: “Migration to Digital.” These clients are encouraged to use the self-service channels to help reduce branch congestion at UCB.

Agent Banking Strategy: UCB's strategy is to access the rural "General" population through a third-party approach through local shopkeepers who serve as bank agents. This helps the bank to accommodate thousands of small accounts without the expenses of a full-scale brick-and-mortar branch.

Product Standardization: Services here are "off-the-shelf" services. It is uniformly processed regardless of the account type and, whether it's a UCB E-Savings account or a Sanchay scheme, the processing is done automatically and quickly to ensure regulatory compliance.

2. Premium Clients

Priority and Lifestyle Integration is the basis for the handling of Premium Clients. This is where banking isn't just about the money, but also the time saving, social status.

Service Philosophy: "The Red Carpet Treatment. Each touchpoint is created to be a memorable one. Imperial clients are frequently directed to a private lounge when they enter a branch, skirting the general waiting room altogether.

Wealth Management: The clients are handled by UCB as financial advisors in the field of Wealth Management. Relationship Managers (RMs) do not simply handle the withdrawal; they also recommend other investment options like Fixed Deposit (FDR) or insurance products for high net worth clients.

Concierge Services: The bank isn't the only place where Concierge Services: Handling applies. UCB's role is to orchestrate the "Imperial" experience, offering meet and greet services at the airport and access to luxury lounges, thus ensuring the bank's presence in the client's high-quality lifestyle.

3. Corporate Clients

Corporate handling is the most complicated, and includes Risk Management and Structured Finance. Senior bankers knowledgeable in macroeconomic and industry trends deal with these clients.

Service Philosophy: "Consultative Partnership. UCB is not simply a bank account, it's a capital structure. The bank may provide the client with credit for his manufacturing, to keep the business going while waiting for raw materials from the client's suppliers.

Letters of Credit (LC): A huge component of corporate handling involves LCs. UCB provides the bridging function between the corporate client and the international exporters, handling the intricate paperwork, customs clearance and currency conversion aspects related to international trade.

Corporate Credit: Corporate credit is negotiated as opposed to a personal loan. The Credit Risk Management (CRM) team at UCB fraternities with the client's CFO to agree on the interest to be charged and the repayment plan to match the client's cash flow.

4. Foreign Clients

This segment comprises of Non-Resident Bangladeshis (NRBs) and Foreign Nationals are managed by Compliance and Remittance Connectivity.

Service Philosophy: "Digital Seamlessness. These customers can be thousands of miles away, so they're serviced through high security digital portals and international associations through UCB.

Regulatory Navigation: Foreign clients are subject to strict "Know Your Customer" (KYC) and Anti-Money Laundering (AML) checks. UCB has a specific compliance desk to assist NRB in generating the necessary documents from abroad in order to make their investment in Bangladesh legal and tax efficient.

Investment Incentives: UCB is responsible for running the 'Foreign' segment, promoting government-backed schemes. They are proactively engaged in the business of buying Premium Bond or Investment Bond, and the interest rate of buying and selling premium bond is higher than that of investment bond, with a higher interest rate and returns for the buyer who brings foreign currency into the country.

3.6 Scope of the Study

The primary area of study of the present research paper is the customer service activities of the General Banking Department of UCBL. This will include the tasks that I actively participated in such as opening accounts, issuing checkbooks, and responding to questions posed by clients. Other departments in the bank like foreign exchange or corporate banking are not discussed in the report since I did not have much experience in them.

3.7 Limitations of the Study

Despite the valuable insights gained during my internship, there were certain limitations:

- **Time Limits:** Due to the fact that the internship was only three months old, time was not sufficient to analyze all aspects of the customer service activities of UCBL.
- **Data Access:** I could not get specific performance data and detailed client feedback due to the confidentiality of certain client information and internal processes.
- **Learning Curve:** I could not immerse myself in some of the more complex customer care processes at first and it took me a long time before I could adapt to the banking environment as a new intern.

3.8 Work - Related Activities

Figure 3 Work - Related Activities:

The Customer Service Relationship office is where I practice my job on the General Banking department of United Commercial Bank, where I work as an assistant. My internship with the United Commercial bank was a great experience working with folks. All the staff of the bank was welcoming and extremely helpful in terms of offering information on the adverts. I have been given a glimpse of happiness and fulfillment by having the chance to be a part of this ambiance even on a temporary basis. Overall, I have observed an environment that is friendly and predictable. I was encouraged to take tips off the workers. They had covered their own errands in a very particular way. This also enhances my knowledge of how businesses can negotiate with customers. The volume of information and input that I acquired was an immense treasure. In case I choose to work in the banking industry in the coming years, these books will definitely come in handy in the future.

3.9 Conclusion

During my internship at the UCBL, I learned a lot about the banking industry's business operations, particularly in customer care. Because of its client-centered strategy, UCBL focuses on customer satisfaction and has implemented several strategies to stay ahead of the competition. Along with helping me develop my technical banking skills, this internship has also helped me develop my communication and interpersonal skills which are very important in a position where you are dealing with customers.

3.10 Recommendations

Based on my experiences, I propose the following recommendations to enhance UCBL's customer service:

Augment Staffing Levels: UCBL should consider hiring additional personnel during peak hours to ensure timely service and reduce the wait time for customers.

Upgrade Technology: The financial institution should consider investing resources in upgrading to more advanced technological solutions to reduce transaction processing timings and enhance the overall effectiveness of the customer services functions.

Introduce Self-Service Alternatives: UCBL can deliver a better customer experience by introducing self-service kiosks or mobile banking solutions to provide basic transaction facilities, which reduces customer dependence on bank staff for routine services.

3.11 Proposed Improvement Plan

Existing Probl	**Proposed Solutio**	**Implementation Strategy**
Inability to hav during busy tim	Hire more worker periods	Hire more workers or get part-time employees when the peak periods are coming.
Processing tran slowly	Modernize the ba infrastructure	Install faster banking hardware and software.
Limited interact the customers	Use Artificial Inte powered custome	Respond to consumer simple questions using chatbots.

Table 3 Proposed Improvement Plan

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Appendix A

UNITED COMMERCIAL BANK PLC

5 Years' Financial Summary

(Amounts are in million Taka except ratios and per share data)

Results of Operation	2024	2023	2022	2021	2020
Interest income	56,115	37,882	31,685	27,324	27,307
Interest expense	35,258	22,150	17,010	13,927	17,796
Net interest income	20,857	15,732	14,674	13,396	9,511
Non-interest income*	15,612	13,497	13,848	11,423	10,977
Non-interest expenses	21,391	19,503	17,054	14,636	13,631
Gross Revenue*	71,727	51,378	45,533	38,747	38,284
Gross Profit*	36,469	29,229	28,523	24,820	20,488
Operating profit*	15,078	9,726	11,469	10,184	6,857
Earning before interest, depreciation and tax**	5,009	7,814	8,460	8,426	7,764
Profit before tax	2,145	5,177	5,916	5,610	4,948
Total Provision (Excluding Tax Provision)	12,933	4,548	5,553	4,574	1,909
Net profit after tax*	608	2,685	4,024	3,177	2,857
Balance Sheet					
Authorized capital	25,000	15,000	15,000	15,000	15,000
Paid up capital	15,504	14,765	14,062	12,784	12,175
Shareholders' equity*	41,791	42,845	40,957	37,442	35,066
Borrowing	79,786	65,272	103,892	85,804	59,399
Deposits	554,215	513,395	426,028	389,901	353,982
Loans and advances	572,829	505,969	468,605	402,482	351,684
Investments	87,851	82,864	76,435	81,388	65,323
Fixed assets	17,057	17,016	14,579	14,721	14,540
Off-balance sheet exposure	260,860	291,676	217,940	260,413	201,042
Total assets*	768,779	685,012	628,077	565,314	493,307
Total liabilities*	726,989	642,168	587,120	527,872	458,241
Total Net Assets	41,791	42,845	40,957	37,442	35,066
Share Information					
Market price per share	9.20	12.40	13.00	15.30	14.10
No. of shares outstanding (No. in million)	1,550.38	1,476.55	1,406.24	1,278.40	1,217.52
Earnings per share - BDT (as per annual report of respective year)	0.40	1.86	2.86	2.49	2.35
Earnings per share - BDT (restated)	0.40	1.77	2.79	2.26	2.23
Dividend (percent)	0.00	10.00	10.00	10.00	10.00
Cash Dividend (percent)	0.00	5.00	5.00	0.00	5.00
Stock Dividend (percent)	0.00	5.00	5.00	10.00	5.00
Net asset value per share*	27.60	28.30	29.13	29.29	28.80
Price earning ratio (times)*	22.92	6.99	4.55	6.14	6.01
Dividend cover ratio (times)*	-	1.82	1.91	2.49	2.35
Dividend Yield (percent)	0.00	8.06	7.69	6.54	7.09
Market capitalization (BDT in million)	14,263.46	18,309.20	18,281.08	19,559.47	17,167.04

Financial Ratios (%)	2024	2023	2022	2021	2020
Cost-income ratio*	58.66	66.73	59.79	58.97	66.53
Credit-deposit ratio	91.31	86.57	86.14	83.73	81.18
Debt equity ratio (times)*	15.17	13.51	12.94	12.71	11.79
Gross profit ratio*	50.84	56.89	64.06	64.06	53.52
Current Ratio (times)	1.05	1.08	1.02	1.05	1.15
Return on Capital Employed	0.53	2.12	3.00	2.92	3.40
Net interest income as a % of working funds; i.e, Operating Cost-Efficiency Ratio	113.26	58.47	219.47	100.59	32.80
Operating profit as % of working funds*	81.88	36.15	171.52	76.47	23.65
Return on assets*	0.08	0.41	0.67	0.60	0.61
Return on equity*	1.44	6.41	10.27	8.76	8.42
Burden coverage ratio*	72.98	69.20	81.20	78.05	80.53
CASA Deposit as % of Total Deposit	27	31	34	34.70	32.32
Cost of fund	8.52	7.06	6.38	6.01	7.42
Yield on advance	10.00	7.72	6.99	7.08	7.92
Spread/Net interest margin (NIM)	1.48	0.66	0.61	1.07	0.49
Foreign Business					
Import	422,845	417,963	419,148	403,178	259,241
Export	412,046	349,618	413,098	292,674	212,485
Remittance	70,590	73,493	73,008	64,273	45,283
No. of Foreign correspondents	614	609	613	601	596
Capital Measures					
Total Risk Weighted Assets	508,702	438,856	403,261	386,742	336,720
Tire I Capital*	36,172	39,149	36,328	34,365	28,848
Tire II Capital*	17,687	16,066	16,346	18,392	21,383
Total Capital*	53,859	55,214	52,674	52,757	50,232
Tire I Ratio (percent)*	7.11	8.92	9.01	8.89	8.57
Tire II Ratio (percent)*	3.48	3.66	4.05	4.76	6.35
Capital to RWA Ratio (percent)*	10.59	12.58	13.06	13.64	14.92
Required Capital	63,587.78	54,857.05	50,407.65	48,342.69	42,089.94
Capital Surplus/(Shortage)*	(9,728.77)	357.39	2,266.17	4,414.23	8,141.67
Liquidity Measures					
Cash Reserve Requirement (percent)	4.48	4.15	4.16	4.29	4.30
Statutory Liquidity Ratio (percent)	13.65	15.78	16.83	20.77	16.53
Current Assets	407,498	343,927	299,997	270,583	226,649
Current liabilities	389,082	317,020	293,311	257,266	197,650
Net Current Assets	18,416	26,907	6,686	13,317	28,999
Long term liabilities	336,954	325,148	293,809	270,606	260,590
Long term liabilities/ Current liabilities (%)	86.60	102.56	100.17	105.19	131.84
Asset Quality					
Non Performing Loans	85,344	27,819	28,078	17,737	8,984
% of NPL to Total Loans ad advances	14.90	5.50	5.99	4.41	2.55
Total provision for Specefic loans and advances	22,341	13,907	13,207	10,122	7,240
Total provision for Unclassified loans and advances	4,715	6,244	6,002	6,462	5,406
Total provision for Investment	1,536	673	612	-	235
Total provision for Other assets	428	425	105	105	105
Total provision for Off BS Items	2,569	2,342	1,944	2,407	1,857
Other informations					
No. of branches	231	228	224	215	204
No. of ATM	716	672	663	628	556
No. of employees	5,693	5,749	5,354	5,060	4,900
Operating Profit per employee (BDT in million)	2.65	1.69	2.14	2.01	1.40