Report On

Business Value Aligned Project Management in Digital Banking – A Case of United Commercial Bank PLC (UCB PLC)

By

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An internship report submitted to the Brac Business School in partial fulfillment of the requirements for the degree of
Bachelor of Business Administration (BBA)

Brac Business School
Brac University
January 2026

Declaration

It is hereby declared that:

1. The internship report submitted is my own original work while completing a 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 that I used as reference.

Student's Full Name & Signature:

SNEHA SALAM

21304006

Supervisor's Full Name & Signature:

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Assistant Professor, Brac Business School

Brac University

Letter of Transmittal

Dr. Iftekhar Ul Karim

Assistant Professor,

Brac Business School

Brac University

Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Subject: Business Value Aligned Project Management in Digital Banking – A Case of United Commercial Bank PLC (UCB PLC)

Dear Sir,

It is my privilege to submit the internship report titled "Business-Value-Aligned Project Management in Digital Banking - A Case of United Commercial Bank PLC (UCB PLC)", prepared in accordance with your instruction.

In this connection, every effort has been made to compile the report with relevant data, rational analysis, and well-grounded recommendations in a manner that is both concise and comprehensive. I do believe that the report meets the academic and professional standards expected.

Sincerely yours,

____

SNEHA SALAM

21304006

Brac Business School

Brac University

Date: January 14, 2026

Acknowledgement

First off, I would like to thank BRAC University and the BRAC Business School. They gave me the opportunity to do my internship at United Commercial Bank PLC, or UCB PLC. It was a good opportunity to apply the knowledge that I learned in class to real world things. I like to think that I grew a little bit from the experience.

I also got some help from Dr. Iftekhar Ul Karim, my academic supervisor, who is an Associate Professor at BRAC Business School, and my other supervisor, Ms. Tanzin Khan, a Senior Lecturer at the same institute. They have been giving me some very good suggestions and recommendations that make sense to me, and they encouraged me to work on this internship and write this report too. Without them, I might not have been able to realize how to do all this work effectively.

Next, I would also like to thank the United Commercial Bank PLC for allowing me to be part of the Digital Technology and Innovation Division, the DTI. I would also like to thank my on-site supervisor, Mr. Fakrul Amin, Assistant Vice President of the DTI, for all the guidance and support that he has been giving me. I would also thank my mentor in the chapter, Mr. Md. Ashraful Islam, the Senior Executive Officer, for being very cooperative and making this whole learning experience fun for me.

I also have to thank my brother, Mr. Md. Ferdous Hassan, for assistance. I mean, he has always been with me in terms of encouragement, which really helped at different intervals, and also always believed in me, right throughout. My family, in fact, has been praying for me, as well as expressing their love, which I believe really has been a huge factor in this.

The staff in the DTI Division were awesome. They collaborated well, were courteous, and made the place amiable. That made the internship worthwhile. It helped me to learn better about project management, and now I am somewhat encouraged to just carry on with the digital innovation thing. Nothing went entirely smoothly, but it was all enlightening.

Executive Summary

This internship at United Commercial Bank PLC in the Digital Technology and Innovation Division lasted three months from October to December 2025. It was supposed to connect what I learned in my BBA program with real work in digital banking: for example, project management, or how the organization works daily. UCB is a large private bank in Bangladesh, and I felt that getting exposed to working there would be somewhat relevant.

I was an Intern in Project Management, working on the Bank Digitalization Project. That involved supporting senior managers with planning and coordination of stuff. I created and maintained documents. I attended meetings related to the requirement analysis phase. In addition, I assisted groups related to the business, technical, and operational aspects, working collaboratively. We applied Agile and Scrums, which I was not exposed to much. Tools such as Jira and Notion assisted considerably. In addition, it provided experience involving technology projects within a bank that operates under a set of firm regulations. The experience optimized the process within a bank by writing and monitoring projects using user stories. Furthermore, it facilitated coordination of departments. For me, this experience assisted with analysis, communication, and problem-solving.

The bank is hierarchically organized but professionally run. Management appears to have a participative leadership style. They emphasize digitization quite strongly. The marketing function is customer-oriented. There is integration of information systems. This is how they can counter competition and technological shifts in banking. Financially, their assets and deposit bases are quite stable. However, I do think they require some focus on asset quality provisioning and cost competitiveness.

In the project phase, I analyzed how project management correlates to business value in digital projects. In this case, I carried out a survey of managers, project managers, and developers (tech roles). The areas focused on in the project phase include governance, business alignment, management of resources and budgets, collaboration, measuring value delivery, and business goal support from tech capabilities. This experience has shown that indeed value alignment is within the consideration of all concerned individuals. The management of the project has good governance in place. Processes are standardized, and there has been huge collaboration. This, in a manner of speaking, provides a solid execution mechanism towards doing work for value. To other individuals, this internship experience would possibly render differently, but in my experience, this seems like a robust system. This internship experience has illustrated how these constituents are integral to positive performance in a regulated competitive environment.

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List of Acronyms

Acronym	Full Form
AVP	Assistant Vice President
BBA	Bachelor of Business Administration
BRD	Business Requirement Document
CEO	Chief Executive Officer
DC–DR	Data Center to Data Recovery
DTI	Digital Technology & Innovation
eKYC	Electronic Know Your Customer
HRM	Human Resource Management
IFRS	International Financial Reporting Standards
IT	Information Technology
KPI	Key Performance Indicator
MIS	Management Information System
MFS	Mobile Financial Services
NPL	Non-Performing Loan
PMI	Project Management Institute
ROI	Return on Investment

SDLC	Software Development Life Cycle
SME	Small and Medium Enterprise
SRS	System Requirement Specification
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UCB PLC	United Commercial Bank PLC

Glossary

Agile Methodologies

An agile method of project management involving iterative development, feedback, and collaboration of various groups to deliver incremental values.

Business Requirement Document (BRD)

A written document that outlines business needs, goals, and functionality requirements of an application as viewed from the perspective of the stakeholder.

Business Value Alignment

"The degree to which project activities, decisions, and outcomes deliver value and align with an organization's strategic aims."

Cross-Functional Collaboration

The collective efforts put in by different departments or sections for a common set of project goals.

Digital Banking

The offering of financial and banking services through digital platforms, including mobile technology and computerized platforms.

Digital Transformation

Integration of digital technologies in business processes; the aim being efficiency, service quality, as well as customer satisfaction.

Governance Framework

A formal system of roles, responsibilities, decision making, and control to manage the carrying out of projects.

Information System

"A systematically organized body of technology and processes for information collection, processing, storage, and dissemination for operational and management purposes."

Key Performance Indicator (KPI)

An objective measure to gauge how successfully an organization or a project aims to achieve certain objectives.

Likert Scales

An instrument designed to assess attitude or perception through a scale usually indicated from strong disagreement to strong agreement.

Project Governance

It involves project decision-making structures or guidelines on who to assign authority to and how to make individuals accountable.

Project Management

The Knowledge, skills, tools, and techniques used to plan, execute, control, and finish projects within specified constraints.

Requirement Gathering

Identification, analysis, and recording of stakeholder needs and expectations in a project.

Stakeholder

Those persons and groups that may or can be affected by the results of a project.

Strategic Alignment

Alignment of organizational activity and projects against long-run goals and strategic objectives.

System Requirement Specification

"A technical document that structurally puts down the system-level requirements derived from the business requirements.

Value Delivery

The procedure to ensure that the outcomes of a project result in benefits for an organization.

Chapter 1

Overview of the Internship

1.1 Student Information:

- Name: Sneha Salam
- ID: 21304006
- Program: Bachelor of Business Administration (BBA)
- Major: Human Resource Management (HRM); Finance

1.2 Internship Information:

1.2.1 Company Information:

- Period: 3 months (25 October 2025 to 25 December 2025)
- Company Name: United Commercial Bank PLC (UCB PLC)
- Division: Digital Technology & Innovation (DTI)
- Address: Plot - CWS- (A)-1, Road No - 34, Gulshan avenue, Dhaka-1212

1.2.2 Internship Company Supervisor's Information:

- Name: Fakrul Amin
- Position: Assistant Vice President (AVP)
- Division: Digital Technology & Innovation (DTI)
- Address: Plot - CWS- (A)-1, Road No - 34, Gulshan avenue, Dhaka-1212

1.2.3 Job Scope

1.2.3.1 Job Description

I was involved in the role of project management internship in the Bank Digitalization Project during the time I was interning. The key role of the position was to assist the DTI Division's project management team in overseeing and guiding the bank's projects on digital transformation. The role I played involved actively participating in requirement analysis and project contribution. I gained knowledge on the basics of digital project governance and the life cycle of banking technology projects during the role.

1.2.3.2 Duties

- Assist senior project managers by providing administrative and operational support in managing project activities.
- preparing, sorting, and organizing critical project documents, for example, planning materials, meeting minutes, and reports.
- Participate in cross-functional discussions, team meetings, and requirement gathering sessions.
- Supporting the administration and maintenance of digital monitoring tools and project tracking platforms.
- This involves assisting the development, quality assurance, and business analysis teams in the coordination of their efforts throughout different phases of the project.

1.2.3.3 Responsibilities

- Assisting in the organization and execution of activities related to the Bank Digitalization Project.
- Keeping track of the progress being made on the project and maintaining workflow continuity by collaborating with cross-functional teams of developers, testers, and business analysts.
- Development and maintenance of critical project documentation such as project status reports, meeting minutes, and project plans.
- Tracking project deadlines, deliverables, and resource allocation for better project management.
- Helping senior project managers with risk identification, problem solving, and the implementation of corrective actions.
- Keeping key stakeholders updated with updates and developments for the purpose of ensuring cooperation and transparency among all teams.
- To make it easier for iterative project tracking and delivery, one should learn and implement Agile/Scrum processes.
- Participation in testing procedures, elicitation of requirements, and deployment.

- Analyzing and assisting in transforming Business Requirement Documents (BRDs) to System Requirement Specifications (SRSs).
- Writing BRDs and, if needed, independently converting BRDs to SRS documents.
- In order to ensure that there is accurate reporting of projects for all parties involved, the Jira and Notion applications for project management must be updated.

1.3 Internship Outcomes:

1.3.1 Contribution to the company

During my internship in the DTI Division, I got opportunities to work closely with the project management team on various tasks like composing user stories, managing projects and bugs, facilitating communications between departments, and working with various on-going projects.

Writing the user stories for the "Cash by Code" functionality of UCB was a major part of my responsibilities. In order to make it easy for all concerned to know the requirements well, it was required to define the feature description, criteria for acceptances, security issues, and develop life-like example scenario sets.

Through the development of the Notion dashboard for the Super App, I also contributed to project and bug management. Moreover, I often assisted in building the work breakdown structure and dashboards for other projects, such as the Super App project, DC-DR migration, as well as managing issues within the Super App.

Apart from being the link between the DTI Division and other departments such as Corporate Retail, Finance, IT, and Asset Operations, I also facilitated better communication between the departments. This was done by collaborating with the heads of the relevant departments and members to compile and disseminate vital information necessary for the smooth progression of various projects.

1.3.2 Benefits to the student

Professional and personal development opportunities abounded during my internship with United Commercial Bank PLC’s Digital Technology & Innovation (DTI) Division. I was able to gain experience in practical project management tools in a banking technology context by actively engaging in Bank Digitalization Project, where I attained in-depth knowledge in digital project governance, sprint planning, analysis, user story development, and Agile development processes.

By being capable of working with professionals from both technical and non-technical backgrounds, my skills have developed as a result of exposure to and interaction with various cross-functional teams. By understanding the process of assessing BRDs, translating them to SRS documents, analyzing workflows, and assessing project requirements, the internship has also increased my analytical capabilities. Moreover, my technical expertise in digital project management tools like Jira and Notion has increased.

In light of the information given, it can be said that the internship had a significant impact in broadening my skills, developing my problem-solving capabilities, and giving me the confidence to operate in an environment characterized by fast-paced and technologically advanced systems.

1.3.3 Problems/Difficulties (faced during the internship period)

There were challenges that I experienced during my internship, which aided my learning process:

- Technical Complexity in Projects: Many of the work were related to technical concepts like system architecture, internal organizational terminology, and online banking concepts and systems. Initially, it required more effort on my part as a business student to understand technical aspects related to projects.
- Communication Issues Between Various Departments: Communication issues with various departments like Corporate Retail, Finance, IT, and Asset Operations may occasionally cause some delays due to conflicts in their schedules and unavailability of key personnel or differences in the manner in which they communicate.
- Time Management when Confronted with Multiple Tasks: It was not an easy task to manage time when there were several tasks to be handled simultaneously, such as the development of Super App, DC-DR migration, and logging of issues.
- There was initially a problem in managing meetings, documents, and follow-ups.
- Previous Limited Experience with Scrum and Agile Processes: It was necessary to watch the team and help them learn the Scrum and Agile terms and understand the ceremonies that happen during Sprints.

Although I faced all these challenges, each experience has helped me grow in my own way.

1.3.4 Recommendations

From my personal experiences, the following proposals can help improve the internship program at the DTI Division of UCB:

- Structured Orientation Program: This would include an introductory session on digital banking systems, projects, and the basics of the technology, including terminology, architecture, and the agile approach. This would ensure a quicker integration of the interns into the team.
- Clear Weekly Work Plan: The road map/checklist for a weekly work plan will help the interns perform better, especially when considering the interns might have several projects on hand.
- Increased Hands-on Sessions on Technology: Interns can be allowed to witness some sort of tech testings, development meetings, or deployments because this will allow them to gain better insight into the technology environment.
- Regular Feedback Sessions: There would be regular feedback sessions organized by supervisors and internes that would help in monitoring their progress and adjusting their expectations accordingly.

The internship program at the DTI Division of UCB was quite valuable, although the above recommendations can make the learning outcomes even better and further ensure that the internship program becomes even more structured and constructive for the interns in the future.

Chapter 2

Organization Part

2.1 Introduction

It is very essential to have a clear idea about how an organization functions from within in order to make a wise assessment of its strategic direction and overall effectiveness as an organization. This chapter will have a specific focus on United Commercial Bank PLC, in order to analyze its managerial, marketing, financial, and day-to-day functioning in detail, and in a way that presents the interconnectedness of these aspects in their functioning, and their contribution towards achieving organizational success in achieving their desired long-run objectives.

The discussion, therefore, is presented within a defined framework of research conduct as it identifies the parameters of research and clarifies the reasons behind the selection of research methodology to collect data. This data selection methodology helps in making sure that the knowledge generated is authentic and in line with the reality of the practices that exist within the firm. This chapter also identifies the importance of the research and especially in the context of understanding the reality of practices that are in operation. This puts forth the parameters that were encountered in carrying out this research.

2.2 Scope of Study

This report offers a thorough analysis of United Commercial Bank PLC (UCB PLC) and their business operations, specifically in regard to their alignment with organizational strategy within the scope of digital banking. This report is going to assess areas like marketing, finance, and business operations to evaluate their role in the strategic management of the bank (Porter, 1985).

It is proposed to conduct further research using an approach to operations management since it will help understand how all operations undertaken by the bank, from services to the back-end operation, create efficiency.

Even so, an understanding might be gained through operations management, as operations management does combine services, organization, and other functions toward efficiency; hence, supporting its relevance in banking operations is seen here.

Apart from the functional sectors, another realm that the paper examines is internal processes, leadership styles, and the allocation of organisational resources within UCB PLC. Particular emphasis has been placed on project management within the Digital Transformation & Innovation division. This is mainly because effective leadership and controlling mechanisms are paramount for aligning projects with organisational objectives, thereby generating value (Kerzner, 2022).

Moreover, the research relies on prevailing standards in project management to measure the level of alignment between digital banking projects and business values. A framework in contemporary project management enables the researcher to make a structured appraisal of the results as well as the value of stakeholders on project alignment (Project Management Institute [PMI], 2021). Generally, the research work presents both functional and strategic approaches. This entails not only understanding what the organization does but also understanding why it functions in a particular way.

2.3 Methodology

In consideration of the research to be undertaken, a mixed method approach to the research shall be employed. With the approach, both qualitative and quantitative techniques shall be used to have a comprehensive insight into the value of business alignment in the context of related practices in the management of United Commercial Bank PLC (UCB PLC). It will be important in the process of triangulation to have enhanced accuracy and insights into the information gained through the use of both quantitative and qualitative techniques (Creswell & Plano Clark, 2018).

Primary data was collected through surveys and semi-structured interviews carried out on selected stakeholders engaged with digital banking and project management tasks, specifically within the Digital Transformation and Innovation (DTI) division. The survey technique allowed data to be acquired on project practices and alignment of values, whereas a qualitative understanding of associated management views, organization, and decisions could be gathered. Furthermore, secondary data was collected by examining internal as well as publicly available details about the organization.

The quantitative data collected from the survey could be analyzed by employing some simple statistical procedures, including frequency distributions and percentage analysis, as this data sought to discover any trends. In the case of the qualitative data collected from the interviews and document analysis, this could then be analyzed by employing thematic analysis, as this approach allows some insights to emerge based on some identified themes, as indicated by some authors: "Thematic analysis is a method of analyzing data. Its aim is to allow the reader to know the theme of the studied issues" (Braun & Clarke, 2006, p.6).

2.3.1 Data Collection

The study employs a blend of:

- Surveys: Designed to gauge opinions and experiences of workers, managers, as well as other individuals who have a stake within an establishment.
- Interviews: These are done with key individuals with a view to deriving further information on leadership and human resources within an organization.
- Document Review: Involves the evaluation and analysis of financial reports, annual reports, and organizational documents.

2.3.2 Data Analysis

The descriptive and inferential statistical methods have been used in analyzing the survey data, while the thematic basis has been used in analyzing the interview data for understanding the trends associated with the data.

2.4 Significance of Study

This research takes on great importance as it provides a realistic impression about the alignment of these units on the strategic level within the context of the digital banking environment. It was, in fact, on the aspect of leadership style, Human Resource practices, as well as other aspects of marketing practices, that this research added more to the understanding of different units' contribution towards the collective effectiveness of the business unit within the banking institution.

In addition, this current study offers significant implications for managerial practice because this current study has highlighted the important role that alignment between resources, people, and processes and strategy can play in adding meaning to management practices. This particular study is very important, especially in a digital transformation setting, where alignment with strategy has long been considered crucial to achieving long-term success (Grant, 2019).

2.5 Limitations

These strengths noted, there are several limitations that this study recognizes. First, the research is limited to a single organization, United Commercial Bank PLC, which would not allow generalizing the findings outside this bank or into other industries. Because this research takes on a case-based approach, the findings reflect more of the organizational context, structure, and practices of the UCB PLC alone rather than the digital banking sector in general.

Second, the data collection was limited to a certain period; hence, the findings might represent short-term operating conditions or phases of transition for an organization rather than the long-term organizational trends in that area. Indeed, strategic priorities, leadership decisions, or digital initiatives that change over time can be subject to variation in how they influence outcomes for the project.

Finally, there has been restricted access to some internal information due to confidentiality and organizational policy restrictions. Accordingly, not all the strategic, financial, or project-related information can be explored in detail. Access limitations such as these happen frequently when exploring case studies within organizations and can affect the scope of the analysis at hand (Yin, 2018).

2.6 Overview of the Company

2.6.1 Company Background

United Commercial Bank PLC was incorporated to provide innovative and trusted banking solutions in order to cater to changing customer needs. Since its inception, United Commercial Bank PLC has gradually extended its operation and emerged as one of the top private commercial banks in Bangladesh through its commitment to service excellence, building customer loyalty, and staying updated with technology advancements.

The activities of UCB PLC are motivated by a focus on the delivery of excellent banking services with sustainable growth and the creation of value for its stakeholders. The bank conducts itself in a manner that respects ethics, good governance, and improvement in all the activities of the bank. Recently, one of the major initiatives that the bank has been undertaking is the drive towards digital change in order to improve efficiency in banking operations.

Due to its wide variety of financial products and services and its effective and integrated human resource management structure, UCB PLC has been ensuring its successful strategic transition to comply with the ever-changing demands of the banking field. It has thus enabled the banking firm to be on a competitive edge as it efficiently addresses the technological, economical, and legal developments.

2.6.2 Organizational Structure

United Commercial Bank PLC (UCB PLC) operates through an ordered and hierarchical business structure that not only removes any sort of uncertainty regarding command and control at the organizational level, but it is also useful in making decisions at the bank.

It has a specialized organizational structure with such units as Operations, Marketing, Finance, and Human Resources, each handling a set of tasks that, although linked, require different treatment. There exists an Operations unit responsible for overseeing banking activities in terms of efficiency as well as compliance with banking regulations. There exists a Marketing division that deals with acquiring customers, as well as marketing products, while another deals with finance issues such as budgeting.

“The Human Resource Department is also significant for us with regard to recruitment, management, and development of personnel for playing their parts in the success of continued growth of the bank. Apart from this, other expert departments like Digital Transformation & Innovation function collaboratively with other departments for supporting banking through technological interventions.”

On the whole, this comprehensive and functionally integrated framework of organization will help UCB PLC to remain functionally effective and competitive in the banking sector.

2.7 Management Practices

Management in this business plays a crucial role in ensuring that the business stays on course to achieve strategic objectives. The nature of management, planning of human resources, and practices in business are aimed at ensuring optimal performance of employees to move the business forward.

2.7.1 Leadership Style

United Commercial Bank PLC applies a leadership framework characterized by professional governance, strategic decision-making, and collaborative management. The senior leadership of the bank, through the Managing Director and CEO, along with the Executive Committee, dictates organizational direction and guides functional performance. The formal top-down leadership arrangement is representative in the position of the Managing Director and CEO, who is supported by several Deputy Managing Directors, Executive Vice Presidents, and divisional leaders, where the strategic objectives are set by the senior leadership and cascaded down through the functional divisions (UCB PLC, n.d.).

A top-down approach to its structure as a form of leadership ensures there are well-defined lines of accountability, in which case leaders can be answerable for key strategic roles and departmental leaders for action in their field. In such a manner, in a setting where this structure is well implemented, the Chief Operating Officer/Deputy Managing Director is responsible for coordination in operations, while the Chief Human Resource Officer influences personnel strategy and human capital development (UCB PLC, n.d.). It is seen in this structure that there is a blend between directiveness and expertise in all levels within the organization.

UCB's leadership style reflects characteristics of participative and transformational leadership approaches that can be identified from the innovation and value addition demonstrated by UCB's leadership regarding organizational transformation. UCB leadership style concerning digital innovation and value addition in customer service and sustainable banking practices reflects the UCB leadership's attempt to adjust to organizational transformation and address the challenges present within the marketplace. These elements associated with UCB leadership style can be supported by contemporary leadership style identified within financial organizations wherein leaders apply leadership by formal authority along with teamwork approaches for organizational strategy development and implementation. (Northouse, 2021)

In closing, even if the organizational structure of leadership at UCB PLC appears traditional and vertical in nature when it comes to governance practices and structures, the bank itself appears to display qualities of flexibility and change in policymaking.

2.7.2 Human Resource Planning

Human Resource Planning at UCB PLC is aimed at ensuring that the company has the right number and right skills of employees necessary for supporting its operations and strategies. Being one of the fast-growing private commercial banks with increasing trends on digital banking, UCB PLC considers human resource/business manpower planning in line with the growth of its businesses. UCB PLC places equal importance on the systematic human resource-management approach necessary for supporting its key banking operations.

In this context, the practices that make up HR planning at UCB PLC include forecasting employee demand, recruiting, training, and substituting. This is valuable for acquiring employee skills via ongoing training. This will make it possible for a company to meet the basic guidelines on human resource management because, according to Armstrong & Taylor, 2023, effective HR planning practices guarantee that the company will attain effectiveness in its operations due to the effective use of human capital based on the outlined objectives.

Besides, the overall task of HR planning at UCB PLC is of immense importance in order to have business continuity, build leadership, and support the digital transformation of the bank. Workforce planning in alignment with the overall strategies enhances the competitiveness of the bank in the current ever-evolving banking sector.

2.8 Marketing Practices

The functions of marketing within the United Commercial Bank PLC (UCB PLC) play a significant role in the promotion of their products, as well as in building their brand, targeting different consumers in Bangladesh. The approach that this company uses is a combination of offline and online marketing strategies in order to raise their popularity and maintain their lead among their competitors in the financial market. Marketing of UCB is in line with the organizational strategy of offering consumers-oriented financial products.

2.8.1 Marketing Strategy

UCB PLC's marketing strategy revolves around the idea of "digital-first strategy, product diversity, and customer experience enhancements." UCB has been concentrating their efforts to invest in the digitization of their business, with their m-commerce financial service, "Upay," being one of them, to attract tech-savvy consumers and improve the services they provide to their valued clients (The Daily Star, 2025). UCB PLC's strategy lies in their provision of a range of products coming from their consumer, corporate, and SME business operations to target different customer segments (United Commercial Bank PLC, n.d.). UCB PLC's marketing mix perfectly matches their marketing strategies, and all of them are well-connected to fulfill their marketing objectives.

2.8.2 Targeting and Positioning

The target market segmentation for customers in UCB's marketing may include retail customers, small and medium-scale businesses, and its corporate clients. Retail marketing for United Commercial Bank focuses on offering personalize financial solutions, which include personal loans, car loans, housing loans, and saving facilities for meeting definite customer requirements (United Commercial Bank PLC, n.d.). In deciding its positioning in the financial industry, UCB emphasizes its position for a reliable, customer-serving, and diversified product banking institution prepared to become highly recognized in endeavors for being a trusted customer-centric bank. Through this positioning, the bank is able to carve out a niche from competition by engendering loyalty amongst its target customer segments.

2.8.3 Branding and Advertising

Branding: The management of UCB PLC has placed much emphasis on branding, ensuring that it has a strong image. At the end of 2023, the bank appointed Blackboard Strategies as its strategic communication partner. The move was aimed at improving the image of the bank through proper handling of reputation (The Business Standard, 2023). It can thus be conclude that UCB PLC places much emphasis on improving its image through proper communication.

Furthermore, UCB makes use of digital and social media platforms to showcase its services to more people. The campaigns put up by the bank showcase new products offered by the company, unique aspects of its mobile financial service Upay, as well as customer-oriented programs initiated by the bank. For example, the social media handles of UCB display the benefits and superiority of Upay's services, such as the jointly provided prepaid card service, thereby ensuring greater accessibility to national as well as global transactional services (UCB Upay, n.d.). In addition, programs such as UCB's AgroBanking exemplify the use of experiential marketing that starts with the efforts of the firm itself (Adsoftheworld, 2019).

UCB PLC is also able to reinforce its brand within the established environment through the creation of strategic communication partnerships combined with online advertising and key product messaging. This helps UCB PLC to develop its brand within the environment.

2.9 Financial Performance and Accounting Practices

This report consists of the financial performance and accounting treatment analysis of United Commercial Bank PLC, with the information being based on the financial statements the company has published over the past five years. The discussion and analysis will involve the financial index trend, overall financial stability, along with the accounting treatment being practiced within the company, according to regulatory conditions.

2.9.1 Financial Performance

The performance exhibited by UCB PLC financially in the past five years indicates a stable outlook with a progressive approach in view based on the necessities within the regulations and economic dynamics prevailing in the banking sector. The bank has a stable foundation for its balance sheet based on the growth in the loan and advances to its customers as well as the deposits. The scenario aptly reflects the progressive front of UCB PLC in the field of banking in managing its liquidity requirements.

The liquidity ratios show that the bank has been maintaining a satisfactory amount of cash and funds with the Bangladesh Bank as well as with other financial institutions to meet its immediate liabilities. The rising trend in deposits at regular intervals also depicts that it is enjoying public confidence in respect of depositors, and thus, it maintains a satisfactory liquidity position.

On solvency basis, UCB PLC has relied upon paid-up capital, statutory reserves, and provision for such reserves for maintaining its risk-weighted assets. However, despite fulfilling the necessary capital adequacy ratios according to the guidelines set by Bangladesh Bank, certain aspects of the provision for classified loans/advances indicate weaknesses on solvency basis due to inefficient management of credit risks.

There have been certain variables that impact the operational efficiency of the firm. These include an escalation of operating costs and personnel and administrative expenses. Though there has been an escalation of operating income as well, it has faced pressure related to provisioning and expenses. Yet net profit and EPS after taxes has fluctuated during the same period because of provisions related to loan loss and impairment. Taking it altogether, financial performance of UCB PLC reflects stable and careful growth in an atmosphere of controlled bank conditions (United Commercial Bank PLC, 2020-2024).

2.9.2 Accounting Practices

UCB PLC's financial statements are also based on the accrual basis of accounting, and all expenses and revenues are accounted for during the year they are incurred. Finally, the bank is also required to abide by the International Financial Reporting Standards (IFRS) as well as the necessary circulars, guidelines, and directives that have been issued by Bangladesh Bank.

The accounting policies adopted by the bank are uniform in their application and are discussed in detail in the notes to the accounts. Among the important accounting considerations are the following: determination of net fees and interest income on loans and advances, provisioning requirements for classified loans, determination of the carrying value of treasury bills and bonds, evaluation of impairment of investments, and recognition of deferred tax assets.

There have been a number of qualified opinion statements by the independent auditors over the five-year period, primarily pertaining to provisioning inadequacies and the process of recognition of impairments. Though these draw the management's attention to areas where improvements are necessary, the overall accounting structure of UCB PLC complies with the pertinent accounting standards. Disclosures on risk management, capital adequacy, and contingent liabilities significantly help the accounting and financial reporting process of the bank go unchallenged (United Commercial Bank PLC, 2020–2024).

2.10 Operations Management and Information System Practices

Operations management in United Commercial Bank PLC is guided by an integrated information system framework that shall ensure efficiency, accuracy, and reliability within the banking operations. Since this industry is being enthralled by intensive services, operational processes and information systems should relate well with each other for timely services delivered, regulatory compliances, and decision-making. This section discusses how UCB PLC uses information systems and operational controls in order to streamline its banking activities.

2.10.1 Information Systems

Centralized core banking and management information systems have been employed by UCB PLC to manage its day-to-day banking operations, customers' data, transaction processing, and financial reporting. Such a system allows real-time processing of deposit, withdrawal, loan disbursement, remittances, and other banking services, too, through inter-connected branches. Integration of centralized databases prevents inconsistency of information and inaccuracy, reducing delays in operational work.

The MIS system will also assist considerably in monitoring performance and supporting managerial decisions. Periodic reports generated through these systems will enable management to review the performance of the branches, credit exposure, liquidity position, and statutory compliances of the bank. Besides, the automated reporting mechanism will help in submitting regulatory reports to Bangladesh Bank within the stipulated date.

United Commercial Bank PLC UCB has equally ventured into electronic banking channels. Through the use of computerized services operational efficiencies and customer convenience are made available. Implementation of information systems with tight security controls ensures restraint of operation risks coupled with improving service delivery time while internal controls are consolidated. The various audit reports verify that through effective IT governance, the reliability and consistency of the financial information can be maintained alongside the continuity of operations

2.10.2 Quality Management and Resource Allocation

Quality management is another important aspect of the operations management practices followed at UCB PLC. To ensure consistency in service delivery, the bank adopts standardized operations. The operations are supported by internal control systems through inspections and compliance reviews carried out by internal audit and risk management entities.

In UCB PLC, human and financial resources are allocated based on proper planning and scheduling with a view to ensuring optimal use of human resources, financial resources, and technology. Staffing of branches and allocation of work are planned to avoid service bottlenecks while promoting increased customer service and optimal bank service output. Resources are also allocated for staff training and system development to ensure quality service delivery.

To constantly improve the standard of service delivery, quality assurance procedures such as customer service standards, internal service assessments, and compliance with regulation requirements are employed. With constant improvements aimed at streamlining operational processes and information technology systems, UCB PLC is able to constantly improve customer satisfaction while being cost-efficient and regulation complaint (United Commercial Bank PLC, 2020–2024).

2.11 Industry and Competitive Analysis

The banking sector in Bangladesh is said to be competitive as well as regulated, with government-owned banks, private commercial banks, foreign banks, and non-bank financial institutions functioning in this sector. United Commercial Bank PLC functions in this ever-changing surroundings where competition in this field arises in terms of service, technology, and customer trust. This section presents an analysis of UCB PLC's competitive position using Porter's Five Forces framework and SWOT analysis.

2.11.1 Porter’s Five Forces

Threat of New Entrants:

The threat of new entrants is quite low in the banking sector, considering the strict government norms and regulations set by Bangladesh Bank. The requirements of higher capital and licensing acts as a strong entry barrier, and hence, the existing banks, such as UCB PLC, receive a shield of protection, while new digital and fintech platforms are gradually adding pressure to it.

Bargaining Power of Customers:

Customers within the banking industry have moderate to strong bargaining power since customers have access to various banking alternative options offering similar products and services. Customers can therefore move between different banks depending on the quality of service delivery. To mitigate this weakness, UCB PLC considers customer service improvement and diversified products.

Bargaining Power of Suppliers:

Suppliers: In banking, suppliers are depositors and sources of funds for banks. Deposit suppliers' bargaining power is medium because banks compete with each other for deposit mobilization with a view to offering better rates of interests and other advantages of banking.

UCB PLC uses this factor by maintaining a stable deposit base and providing a stable banking service for generating customer confidence.

Threat of Substitute Products:

The threat of substitutes is rising because of developments within mobile financial services and other digital or non-bank financial institutions. These substitutes serve as a convenient and cheaper means for the retailer and customer. Though basic bank services still are a necessity, the threat of substitutes looms large for UCB PLC to develop more digital bank services.

Competitive Rivalry

The banking sector faces strong competitive rivalry because of a larger presence of private commercial banks operating similarly. The competitive rivalry is mainly based on interest rates, efficiency of service, technological development, and brand name. UCB PLC competes through its brand and market presence, as well as its efficiency of service delivery (Bangladesh Bank, 2023; United Commercial Bank PLC, 2020-2024).

2.11.2 SWOT Analysis

Strengths

UCB PLC has a strong brand awareness, wide branch network, diversified banking products, and experienced management team. Its long term presence in the market as a supplier of private and commercial banking services has improved customer credibility and an awareness level of United Commercial Bank PLC among customers.

Weakness

However, there are issues that the bank faces in regards to its assets, provisioning, and rising costs. The audit observations in regards to the inadequacies of provisioning efforts highlight areas that require attention in efforts to address credit risk control environments.

Opportunities:

Internet and digital banking, increased demand for funding SMEs, and improvements to retail banking services are potential positives for UCB PLC. Technological development and financial inclusion initiatives will drive this.

Threats

The major risks and challenges that the bank faces include a highly competitive market, governmental regulations, uncertainty in the economy, and the rising impact of fintech companies. The other risk that the bank encounters is the risk of credit and non-performing loans.

Industry/Competitive Analysis

Industry/competitive analysis reveals that, despite the challenging environment, the strengths and opportunities existing within the organization form a strong foundation for future growth provided the threats are managed effectively (United Commercial Bank PLC, 2020 – 2024).

2.12 Summary and Conclusions

The chapter overviewed in detail the organizational practices of United Commercial Bank PLC in the aspects of management functions, marketing practices, financial performance, operation management, and competitive environment. It was identified that, although UCB operates in one of the most controlled and competitive banking sectors, it aims to maintain operational efficiency and financial stability.

Discussion on management and marketing practices showed that UCB PLC puts much emphasis on customer-oriented strategies, differentiation of services, and building of relationships in the long run. Financial performance analysis showed that while the bank has maintained overall stability and growth in assets and deposits, challenges related to asset quality and provisioning requirements and cost efficiency issues have continued to affect profitability.

Moreover, the assessment of operations management and information system practices indicated that UCB PLC depends on an integrated information system and standardization of its operational processes to ensure the quality of services and regulatory compliance. Industry and competitive analyses revealed that high competition, increasing digital substitutes, and regulatory influences dictate the strategic milieu for the bank. The general implications of findings are that UCB PLC is in the right position to sustain its operations and growth over time, necessarily with continued reinforcement of risk management, operational efficiency, and technological capabilities United Commercial Bank PLC, 2020–2024).

2.13 Recommendations / Implications

On the basis of the observations drawn from this study, there are several recommendations that could be made to improve the effectiveness of United Commercial Bank PLC. Firstly, United Commercial Bank needs to give priority to the improvement of its asset quality in terms of effective credit evaluation, monitoring, and recovery.

Secondly, investment in digital banking technology advancements and system automation needs to be enhanced for increasing efficiency in services, minimizing operational expenses, and keeping up with consumer demands. Upgrading training sessions for employees in technology, services, and compliancy would be helpful in this regard.

Third, UCB PLC should continue and enhance resource optimization, a process that would help optimize costs at UCB PLC, particularly at a branch level. This will, in effect, suit a low-cost provider strategy for UCB PLC.

Lastly, in the strategic perspective consideration, the bank should aim to develop its SME and retail banking business along with the utilization of online platforms for the improvement of competitiveness. These strategies if properly executed would be helpful in the improved financial and market performance of the bank in the future years (United Commercial Bank PLC, 2020–2024).

Chapter 3

Project Part

3.1 Introduction

The rise and development in digital technology have significantly impacted the financial services industry, creating a paradigm shift in financial services design, delivery, and interaction for financial players, clients, and other stakeholders. Digital banking services, ranging from mobile applications, internet customer onboarding, electronic Know-Your-Customer solutions, and fully integrated platforms, among others, in financial institutions, have become from support services to core services in financial players, thus increasing in complexity, not only in implementing technology solutions, but generally for financial players to achieve its goals in adding business value (Kerzner, 2022).

Traditional knowledge within the field of management has set the definition of project accomplishment within an organization through an operation-driven measure such as time, budget, or the level of project implementation. Moreover, the field of project management has grown towards a different perspective such that, despite the success of project implementation, the realization of value during the project implementation process was no longer guaranteed (Zwikael & Smyrk, 2015). Therefore, there has been raising awareness with regard to the importance of integrating project management with business value management, where the structures for governance, as well as decision-making processes, are closely integrated for the purpose of facilitating value realization within the project process itself (Martinsuo et al., 2019).

Concerning online banking projects, the value alignment has an important role to play owing to the significant investment made in cost and technological intensity and adherence to strict regulations (Too and Weaver, 2014). To ensure effective project governance, there is a need to focus on the alignment of priorities and the effective allocation of resources to evaluate the effectiveness of online banking projects in contributing to their intended objectives, including in the case of the giant bank that involves multiple stakeholders in the execution of the project.

Banks in Bangladesh are undergoing an intensified digital transformation, which is attributed to the need to create convenience, rivalry from fintech/mobile financial service providers, as well as efforts by the government via the Bangladesh Bank. Currently, banks are fully placing more investments in their digital projects aimed at maximizing customer acquisition, as well as improving convenience and compliance. Despite this, aligning these digital projects with strategies in the organization remains a tough task, as stated by Islam and Rahman (2020).

United Commercial Bank PLC (UCB PLC) has been involved in a number of strategic digital projects through its Digital Technology & Innovation Division, such as digital onboarding, mobile platforms for banking, and integrated digital services. These digital projects involve various stakeholders from a managerial and technical capacity and therefore need to be addressed through a governance approach that aligns the execution of the digital projects with the business objectives. The internship report will be based on the experience gained through the internship period and will look into aligning business value through digital project management within UCB PLC.

To undertake a comprehensive review of this alignment, a structured questionnaire was designed to be conducted among those employees of UCB PLC who are involved in digital banking projects. The questionnaire used captures responses to a range of critical dimensions for value alignment in project management, starting from project governance and strategy, then resource and budget management, process and collaboration, value delivery and measures, to technical alignment between project undertakings and business objectives. The data uncovered by this questionnaire plays a crucial underpinning to the results provided in a later section in this chapter.

This chapter covers the introduction of the project element in the internship report with the provision of conceptual foundations on the importance of project management in the context of value-driven projects in the banking sector, and offers interpretation to address the survey outcomes in the context of value studies in the existing literature on UCB PLC.

3.1.1 Background and Problem Statement

Digital banking projects have become core to the strategic transformation of the banking sector. But with the rise in the complexity of the projects that are multifaceted and technology-based, proper project governance is necessary in order for these projects to be meaningful additions to the organization and not mere technology upgrades. This is because with the rise in the complexity of the project landscape, the emphasis is on project governance (Too & Weaver, 2014).

An important dimension in project management that is aligned well with business value is project governance and alignment. This is because project governance and alignment make sure that there are proper responsibilities and authority in terms of decision-making. In digital banking platforms, poor governance can lead to inconsistent decision-making and improper alignment between project and business goals and objectives (Zwikael & Smyrk, 2015). Moreover, in bigger banks, the challenges are magnified as there are cross-departmental dependencies and the involvement of various subsidiaries.

An important consideration would be resource budget management, which would involve large investments of financial resources in digital banking projects. Budget management would also need value-based allocation and management of resources to align with business return on projects. Budget management structures that do not have coordinations in the management of resource budgets among projects may hinder flexibility in budget change in projects based on change in project requirements (Kerzner, 2022).

Value realization also involves another key aspect, which is process standardization and collaboration. In digital banking projects, coordination between technology and business, compliance, finance, and/or vendors is required. Absence of collaboration and process standards in projects results in delay and loss of value. In the research, Martinsuo et al. (2019) argue that process standardization and collaboration also play a vital role in transforming strategy into results.

Moreover, the process of delivering value and performance, as well as the execution of the project, also creates daunting tasks for the firms operating in the project-based structure. Firms operating in the project-based structure usually express their value expectations when the execution of the project begins. They lack the ability to measure if the accomplishment of the expectations of acquiring new customers, improving efficiency, and improving compliance has been fulfilled or not within the firms (Zwikael & Smyrk, 2015).

Technology-wise, it is important to emphasize the alignment of development and business. Technology professionals can emphasize either integrity or delivery speed. Business professionals can emphasize either customer value or business strategies. Misalignment of communication of business value or business value-aligned technology selection (Kerzner, 2022) may result.

Given the current changes occurring in the banking sector of Bangladesh, these factors are important for banks operating within Bangladesh. The banks are facing increasing threats from fintech companies, government regulations, and demands for easier access through digital banking. The Digital Technology & Innovation Division of United Commercial Bank PLC (UCB PLC) has taken up different initiatives for improvement, yet managing complexity for harmony among different areas is no easy managerial task.

The underlying issue addressed in this research is how the digital banking projects of UCB PLC are actually aligned with value in relation to these key areas. There arises a concern about how the value-creation process is actually governed through frameworks of prioritization, how resources are handled for implementing value creation, how cooperation and standardization actually affect the implementation of value creation, how measurement of value creation actually takes place, and how alignment between technical work and value creation goals is actually achieved. These issues must be addressed in order to improve the value-oriented management of projects as well as the overall effectiveness of digital banking projects.

3.1.2 Objective(s)

The major purpose or objective of this study will be to analyze the way in which business value-focused project management approaches have been implemented in digital banking projects at United Commercial Bank PLC (UCB PLC). There shall also be an assessment as to whether project governance processes, management, and technical implementation have been able to help in fulfilling business values in digital projects.

To achieve this primary objective, the study pursues the following specific objectives, which are explicitly aligned with the dimensions measured through the survey instrument :

1. To investigate the role of project governance, decision-making, accountability, and alignment, and whether these factors have influenced UCB PLC's decision-making processes, particularly in digital banking projects.
2. To appraise the practices concerning resource and budget utilization for transparency, flexibility, and conformity to the anticipated value, including cooperation among teams for projects and functions associated with finances.
3. In order to assess the effectiveness that standardized processes and cross-functional teamwork can play as an enabler for repeatable project delivery and teamwork.
4. To examine how business value delivery and performance measurements are determined and tracked in relation to customer-focused value measures and operational/compliance-related value measures during and post-completion of projects.
5. To understand the level or extent to which technical development activities are aligned with business value, in terms of communication with technical teams on business value.
6. For the purposes of understanding the challenges and gaps that can impact the alignment between the execution of digital projects and the business strategy of UCB PLC.
7. To develop effective suggestions for improving the project management practices with value alignment for the business value within the digital banking environment at UCB PLC, keeping in mind the findings from this research and existing literature.

These objectives form a paradigm for carrying out the analysis in this research and facilitate the linkage between the empirical findings, the paradigm, and the managerial implications of the research on the topic of managing projects of digital banking.

3.1.3 Significance

From an academic, managerial, or organizational point of view, the importance of this study has immense implications, adding to the more extensive literature on business value alignment in project management, in addition to offering managerial insights on digital transformation in the banking sector.

From an academic viewpoint, the proposed research serves to extend the existing body of project management literature by applying the theoretical frameworks to the subject of aligning business value in digital banking projects in the context of a developing country. Even though the need for proper value realization and subsequent strategic alignment in the course of undertaking digital banking projects was an important theme in the previous literature reviewed, empirical evidence in a banking environment in a country such as Bangladesh was found to be limited (Martinsuo et al., 2019; Too & Weaver, 2014).

On the managerial front, the results of this research are anticipated to offer valuable key insights for managing value delivery in digital projects with the help of governance frameworks, resource allocation processes, collective working, and performance management. Through the identification of the strengths and weaknesses of a project in critical areas such as strategic alignment, cost clarity, functional coordination, and technological alignment, it becomes easy for the manager to make decisions regarding enhancements (Zwikael & Smyrk, 2015).

The study adopts a survey methodology, and the structured approach to perception analysis would be of great support to the manager to make decisions based on evidence.

Organizational perspective:

Organizational perspective implies that this particular study has great importance for United Commercial Bank PLC (UCB PLC). This is attributed to the fact that UCB PLC has continued investing in various digital banking projects via its division called the Digital Technology & Innovation (DTI) Division. For this particular organization to measure the relevance of these future digital projects within the scope of their value objectives, this particular study will offer great importance. This is attributed to the fact that it will enable this particular organization to strengthen their project value realization processes.

In addition, this study applies to the implementation of digital transformation in a value-driven manner by identifying the role of employee perception in project outcomes. The recommendations from this study will help in achieving a healthy digital transformation in digital banking projects by providing customer value, operating efficiently, and meeting regulatory aspects in a competitive banking scenario (Kerzner, 2022).

Overall, this research is important in the promotion of a holistic concept of project success that not only targets delivery but also looks at creating strategic value in the context of digital banking project management. This will help in improving research in this area.

3.1.4 Scope of the Study

The present study will restrict itself to exploring a set of business-value aligned project management practices within digital banking projects at United Commercial Bank PLC (UCB PLC). The present study will concentrate on projects that come under the Digital Technology & Innovation (DTI) Division, which is responsible for planning, executing, and governing critical digital transformation projects at UCBPLC.

On thematic ground, this research addresses some aspects of value alignment in project management as follows: project governance & alignment, resource & budget management, process standardization & functional collaboration, value realization & performance measurement, alignment & coordination between technical implementation & business activities.

These aspects shall be evaluated based on perception from both managerial & technical sides engaged in digital banking projects, as perceived in the designed survey instrument.

In regards to methodology, the research employs the use of the survey method supplemented by observation notes collected during the internship. The scope of data collection is limited to UCB PLC internal employees who can be considered directly and/or indirectly related to the implementation of the digital banking project. The research does not incorporate observation notes from external aspects such as customers, suppliers, and government agencies.

In the context of time, this research is based on the data collected during the internship period, and it reflects the practices, perceptions, and circumstances of that time. The findings of the research can therefore be considered as the cross-section of the alignment of business value with digital project management.

On the organizational front, the study is focused on UCB PLC, as well as their relevant ventures involving digital banking. Being focused on a case study involving an individual organization, it should be noted that the results cannot be easily generalized across organizations. Still, they have relevant applications for other organizations within the financial sector.

In general, the scope of this research has been intentionally identified to be able to investigate value alignment in depth within the digital project management setting provided by UCB PLC, despite limitations emanating through time and accessibility constraints.

3.2 Literature Review

Business value alignment for project management involves using projects to directly contribute to the strategy of an organization, rather than just being able to perform within the parameters of the classic dimensions of projects: scope, schedule, and budget (Kerzner, 2022). Business value in the area of digital transformation involves being able to leverage technology for customer, business, and regulatory value.

Project governance is significant in integrating projects with the strategic goals of the organizations in terms of specifying mechanisms of decision-making authority, accountability, and priorities (Too & Weaver, 2014). Lack of effective governance structures may cause improper priorities and lower realization of values (Zwikael & Smyrk, 2015).

Resource and budget management enables effective value-oriented decision-making. This is especially important to achieve transparency and flexibility in the allocation of budget and human resources (Kerzner, 2022). Moreover, inter-functional collaboration between business and technical teams becomes important to do the digital project work efficiently and minimize the coordination risks (Martinsuo et al., 2019).

The criteria for measuring the effectiveness of projects has expanded from output to value. Organizations, in their bid to track benefits accruable from their projects, become challenged when they lack a formal approach in benefits measurement (Zwikael & Smyrk, 2015). Business technical alignment also plays a significant role in ensuring alignment with organizational goals instead of technological goals alone.

In the banking industry of Bangladesh, the pace of digital disruption has accelerated the need to adopt value-aligned project management approaches to be at par (Islam & Rahman, 2020). This paper will extend the existing body of research by exploring such approaches in the commercial banking arena.

3.3 Methodology

The current study focuses on the descriptive and analytical research methodology in order to analyze the alignment of business values with the management of projects in the context of the digital banking process of United Commercial Bank PLC (UCB PLC). A quantitative method has basically been applied in the study to identify the employee perspectives in the context of the identified dimensions.

3.3.1 Data Sources

The study uses both **primary and secondary data**.

- Primary data were collected through a **structured questionnaire** administered to employees involved in digital banking projects at UCB PLC, including managerial and technical roles .
- Secondary data include internal documents, project-related materials, and relevant academic literature to support theoretical grounding and contextual understanding .

3.3.2 Survey Instrument

The questionnaire was designed based on established project management and value alignment literature. It consists of multiple sections measuring perceptions related to:

- Project governance and strategic alignment
- Resource and budget management
- Process standardization and cross-functional collaboration
- Business value delivery and performance measurement
- Technical alignment with business objectives

Responses were recorded using a **five-point Likert scale**, ranging from "Strongly Disagree" to "Strongly Agree," enabling quantitative analysis of respondent perceptions.

3.3.3 Sampling and Respondents

These include employees in UCB PLC, who either directly or indirectly participated in the implementation process for the online banking projects. The convenience method was selected as the foundation for the non-probability concept, which was dependent upon the availability and limitations in terms of the duration for the internship. The study includes both managers and employees for varied opinions in the alignment of value for projects.

3.3.4 Data Collection Procedure

The data was collected through online and hard copy distribution of the questionnaire at the time of the internship, on a volunteer basis, with confidentiality and anonymity guaranteed.

3.3.5 Data Analysis Techniques

The data gathered was quantitatively analyzed using statistical analysis techniques such as frequencies, percentages, and means. The data was presented in a manner related to the constructs of the survey study, allowing the analysis of findings in the context of alignment of the business values for the management of digital projects.

3.3.6 Ethical Considerations

Ethical standards were maintained throughout the study. Respondent identities were kept confidential, data were used solely for academic purposes, and no sensitive organizational information was disclosed.

3.4 Findings and Analysis

In this chapter, the results of the survey will be discussed, and their implications with respect to business value alignment in project management at the University College Bristol's Digital Technology & Innovation environment will be explained. For this purpose, the survey has been conducted using two different survey forms, each designed for different types of participants, which include Managerial/Project Leadership and Developer/Technical personnel.

3.4.1 Respondent Profile and Coverage

A total of 15 valid results were analyzed, of which 7 had experience from a Managerial/Project Leadership position and 8 from a Developer/Technical position. Overall experience in digital banking initiatives was quite developed, wherein 8 have experience of over 5 years, and the others are evenly spread between experience of 3 to 5 years (3), 1 to 3 years (2), and less than 1 year (2).

Based on the project exposure, the respondents voted for:

- UCB PLC (Core Banking) and Upay (UCB Fintech Company Ltd.) as the most prominent responsibility domains (selected by 11 out of 15 respondents overall).
- Developer/Technical group showed extreme concentration in Upay (selected by all 8 developers), while Managerial group was more scattered across Core Banking and other subsidiaries.

This is significant for interpretation because cross-subsidiary coordination and prioritization in portfolios would likely become more complex in cases where the delivery organization is responsible for multiple business entities under one governance umbrella or structure.

3.4.2 Findings from Managerial / Project Leadership Roles (n = 7)

3.4.2.1 Governance and Strategic Alignment

The managerial group reported a strong level of perceived maturity in governance. The level of agreement on governance statements remained high across all governance statements on customer value as well as other strategic plans (mean = 4.86/5 on all statements with universal agreement). Additionally, the group reported that the governance structure underpins support in terms of role and project direction.

But nevertheless, two signals point to where the governance culture may be less "institutionalized":

- Lack of transparency in prioritization of the project was comparatively less significant (mean: approximately 4.14/5).
- The areas where improvement was required were not centralized around one overriding area, indicating nuances in governance baseline, with respondents creating shortlists around role clarity & accountability, risk identification & mitigation, and post-implementation review processes, in order, with equal (2) number of respondents choosing them. This indicates that while the governance baseline is present, learning loops & accountabilities may not be consistent in their reinforcing processes.

3.4.2.2 Resource and Budget Management

Perceptions of value-driven resourcing were positive overall. Respondents largely agreed that:

- **Resource allocation is driven by expected business value/ROI** (mean ≈ **4.43/5**).
- **Budget management is transparent and value-driven**, including communication of budget decisions.

“The area that seemed relatively less flexible was budget flexibility to address evolving requirements. This average rating was approximately 4.29/5.” It was still a positive rating but significant as “digital projects often involve refinement and a lack of flexibility may introduce delays, scope ambiguity, or a bias towards ‘delivery certainty’ rather than value optimization.”

3.4.2.3 Process and Cross-Functional Collaboration

The highest dimension-level average for managerial respondents fell under **Process & Collaboration** (dimension mean ≈ **4.61/5**). Strong agreement was observed on:

- Teamwork support through people management, and
- Coordination practices, including perceived effectiveness of coordination between DTI and subsidiaries.

At the same time, when asked where collaboration gaps are most evident, the most frequent selections were:

- **Between DTI and Business Units** (**3** selections), and
- **Between DTI and Subsidiaries** (**2** selections).

This is an important shade of meaning: teamwork is valued positively within the delivery structure, but the friction of coordination is still experienced at the interfaces, where business demands, governance requirements, and delivery realities intersect.

3.4.2.4 Value Delivery and Measurement

The respondents from the managerial level agreed largely that projects communicate value metrics upfront and attempt to meet customer-facing as well as regulatory-driven aims. The least rated question was regarding whether the approval cycles affect the onset of the project (mean: approximately 4.14/5). Though the mean satisfies, this poses a prominent risk to the project, as it would substantially decrease the actual value creation with prolonged approval cycles.

Moreover, post-completion value tracking seems to be an area of development. Where 4 said tracking is effective, 2 described tracking as moderately effective, which says value measurement is there but probably not consistently mature in terms of consistency, ownership, and integration into performance feedback cycles.

3.4.2.5 Managerial Interpretation of Prioritization Drivers

When asked about the primary driver of project prioritization:

- **Business value / strategic alignment** dominated (**5 out of 7**),
- with smaller mentions of **regulatory deadlines** and **senior executive interest** (each **1 out of 7**).

What this means is that the strategic intent is value-driven, though there is a degree of prioritization driven by external pressure factors (regulatory urgency or executive interest). What often happens in such a reality is that degree to which a strategy is aligned can feel “less transparent” even if its goal is to align.

3.4.3 Findings from Developer / Technical Roles (n = 8)

3.4.3.1 Technical Governance and Alignment

Developer respondents reported strong alignment between governance intent and technical execution. Agreement was highest around:

- **Standardization of development processes (SDLC/Agile)** (mean ≈ **4.75/5**), and
- **Strategy-driven prioritization of development tasks** (mean ≈ **4.63/5**).

Moreover, contributors appeared to believe that technical choices take into account their effects on customers and strategic intentions (average rating ≈ 4.50/5). This serves to confirm our understanding that "value language" is not limited to strategic framing, being found in technical choices too.

3.4.3.2 Delivery Process and Collaboration Practices

The developers liked the collaboration mechanisms, in particular the efficacy of the repeating agile cycles. Regarding the question of which collaboration mechanism is the most effective way of technical alignment, the following replies were gathered from the respondents:

- **Daily stand-ups** was the most selected option (**5 out of 8**), followed by
- **Sprint planning/review meetings** (**2 out of 8**).

This would imply that synchronization and fast clarification are primarily happening via short-cycle coordination, which also aligns with agile delivery environments in fast-moving digital banking products.

A subtle nuance here is that, though rated positively, the ability for developers to propose scope changes to improve value outcomes was among the relatively lower items, with a mean ≈4.00/5. This could show the flexibility of scope but potentially slightly hampered by upstream rigidities in requirements, dependency risks, or approval structures.

3.4.3.3 Value Communication and Measurement from a Technical View

Developers were generally positive about business value communication, but they also highlighted a measurement gap. On clarity of business value goals:

- Most respondents selected **"clear but not always measurable"** (**5 out of 8**),
- while **2** selected **"very clear and measurable"** and **1** selected **"somewhat clear."**

This has strong analytical significance as the following: "even if the intent becomes clear, the alignment related to value becomes less robust if teams cannot identify the measures to make outputs delivered relate to outcomes such as adoption, decreased turnaround time, error reductions, funnel conversion, operational costs, and risk of non-compliance."

3.4.4 Schedule Pressure and Delay Points: A Role-Based Reading

Developers identified the most delay-prone phase as:

- **Requirements gathering** (**6 out of 8**), far exceeding delays in coding, release, or deployment.

Such an observation has strong alignment with value-delivery risk, whereby when requirements are not stable, not clear, or when they are late in being finalized, there might be late value delivery, incorrect value delivery, or added rework in value delivery by teams. The managerial respondents, on the other hand, reported that it can still be late in initiation cycles.

3.4.5 Qualitative Themes from Open-Ended Responses

3.4.5.1 Managerial Themes: Strategic Alignment Friction

The open-ended responses from the management level tended to converge on a number of core points:

- Absence of timeline pressure & time.
- Communication gaps (including "technical communication"),
- Goal incongruence between technology direction and business expectations,
- Complexity either driven by constraints of existing systems and complexity that comes with constraints of legacy systems, as well as growth and risk
- Scope creep and priorities due to either compliance silos or ownership silos.

These mean, among many other things, that even where there could be a lack of strategy in regard to goal-oriented matters, the implementation of the strategy or the execution of it in a harmonious and continuous way could be the challenging part in regard to center alignment.

3.4.5.2 Managerial Suggestions: Coordination Improvements

The most prominent recommendations for improvement were to:

- Clearer ownership and stronger engagement from dependent teams,
- Increased and more disciplined communication,
- Closer monitoring from project/product ownership, and
- Better documentation discipline (establishing terms/goals and sticking to them).

Of particular interest in this regard are the following recommendations above, which focus on governance "behavior" rather than the new frameworks themselves. This would mean that the existing mechanisms might be sufficient, but the aim would be to see further improvement in terms of compliance.

3.4.5.3 Developer Themes: Value Leakage in Execution

Developers most frequently described delivery risks as:

- **requirement change** and unstable business requirements,
- stakeholder connectivity issues and alignment gaps,
- **resource bandwidth constraints**,
- **integration difficulties**, and

- time-related pressure.

These themes match the earlier delay finding: requirements and dependency complexity appear to be the dominant sources of rework and delayed value realization.

3.4.5.4 Developer Suggestions: Tooling and Practice Enhancements

Proposed improvements were practical and delivery-oriented, including:

- increased **test automation** and testcase automation tools,
- stronger **agile practice** and commitment to delivery discipline,
- improved **project management tools**,
- code quality and governance enablers (e.g., **SonarQube**), and
- clearer communication processes to keep technical work anchored to business priorities.

3.4.6 Synthesis: What the Evidence Suggests About Value-Aligned Project Management in DTI

Concerning both categories of respondents, it would appear there is a positive perception vis-à-vis governance, discipline, and intent in this area. The greatest learnings will not be determined in "misalignment," but through the leakage of values in the upstream interfaces, where requirements are set, where authorizations are sought, and where priorities are jointly agreed on among the various RBUs and subsidiaries.

From an analytical point of view, the evidence from the survey corroborates the following three key interpretations:

- Value alignment is considered an imperative (specifically within prioritization logic,) but it is limited within the constraints of time, volatility of requirements, and dependencies within units.
- Measurement maturity is not equal; there is communication of value goals, but there is a perceived lack of full measurability by developers, while there is reported monitoring effectiveness noted by leaders not consistently strong after implementation.
- Coordination emerges as the key improvement lever, where both teams converge on communication, ownership, documentation, and overall requirement readiness being the most direct way to improve value realization without redesigning the overall governance system.

The analysis discussed in this chapter combines all responses gathered through the Likert scale, multiple-choice, and open-ended questioning in a single analysis. Item-wise response distributions can be viewed in the Appendix.

3.5 Summary and Conclusions

This chapter integrates all the empirical findings obtained from the conducted survey, and some concluding remarks will be drawn on the aligned value in project management techniques in the Digital Technology & Innovation (DTI) department function at UCB and its subsidiaries. Using data from managerial or project leadership positions and developer or technical positions, findings from both quantitative responses, through likert and multiple-choice questions, and qualitative data will be synthesized for a unified understanding.

In general, the results suggest that alignment with value constitutes a stated and understood aim throughout the entire body of the project. On the management side, SRPs supported alignment as strategic, value-adding, and governed as such. On the technical side, alignment with strategic intent showed to be well-understood with alignment to standardized delivery methods, especially as done through Agile delivery practices. There would appear to be a level of alignment that extends beyond executive speak to at least an integration within execution as such.

In spite of the positive grounding, the analysis identifies that the process of value realization is influenced by a number of constraints, which are structural and process-oriented. In the leadership viewpoint, the constraints identified were with regards to the transparency of the prioritization process, the budget adjustments, and the post-implementation tracking of value. In the technical viewpoint, the challenges faced by the developers in relation to business value were identified as the requirement instability, integration complexity, and the inability to measure the business value objectives.

One of the key convergences that can be seen between both sets of respondents is that they agree on the importance of the upstream activities such as approval cycles and coordination between units as the most critical points of delay and mismatch. The managerial and technical respondents both agree that communication gaps and dependency problems and expectations of different stakeholders are some of the things that can act as constraints. This consistency gives greater validity to the results and suggests that efforts should focus on earlier activities and not on activities related to delivery.

Further, the findings from the qualitative analysis not only affirm the existing trends but also provide deeper perceptual understanding. While the managers reiterated the importance ofκληübertness in terms of ownership, documentation, and engagement, the developers reiterated the importance of Automation, Tooling, and Agile discipline. Aggregated analysis of these suggestions points towards the effectiveness of the current systems in place in terms of governance and delivery.

In summary, the results of the survey provide evidence of the maturity of the environment in which the DTI function operates. There are clearly strong foundations laid in the areas of strategic intent, governance, and collaborative working to support value-realization. Even so, the achievement of value remains limited by the interfaces of strategy formulation and implementation in the areas of requirement volatility, the ability to measure the outcome, and unit coordination. By closing the gaps in the areas of more robust upstream synchronization, accountabilities, and feedback, the consistency of value realization could be improved. These points form a logical foundation for the recommendations in the next chapter.

3.6 Recommendations/Implications

On the basis of the findings and conclusions discussed within the previous chapters, this chapter provides some suggestions for improvement based on the conclusions that have implications for improving aligned project management practices within the Digital Technology & Innovation (DTI) function at UCB. The suggestions for improvement have emerged directly from the evidence.

3.6.1 Strengthening Upstream Requirement Alignment

One of the most prominent observations across both managerial and technical groups is the occurrence of delays/inefficiencies in requirements-gathering. It would help address such issues if DTI implemented a more structured/valued approach in its requirement definition process. It can include better definition of business goals, early stage validations of requirements with various stakeholders, and usage of structured doc templates to remove uncertainties. A greater degree of such harmonies in the early stage would certainly help in aligning themselves to deliver expected business values.

3.6.2 Enhancing Measurability of Business Value

Despite the recognition that has come about through alignment and value orientation, the data does reveal that business value has not necessarily trickled down. It does suggest that projects should create value metrics that can be measured right from inception. This value could be illustrated through customer adoption, efficiency gains, errors minimized, or even compliance. The objective of this concept is not only focused on ensuring informed decisions can be made, but also ensuring that once implemented, the value can be quantified.

3.6.3 Improving Cross-Functional Coordination and Ownership

Both groups of respondents drew attention to the difficulties of coordination between the DTI, the business, and the subsidiaries. This might be boosted by the management of role ownership and accountability being continued to be enforced throughout the span of the project. It was indicated that a higher degree of alignment and a higher level of business ownership might improve the communication flow and avert the problems of delay because of dependencies. There was an emphasis on the need to transition from functional to shared results.

3.6.4 Increasing Flexibility within Governance and Budget Structures

Although the governance frameworks were mature, some limitations were also present in terms of budget flexibility as well as approval time. It has been recommended that budget flexibility and approval times can be effectively handled by the means of governance, especially in contexts where projects are being implemented in dynamic or innovation environments.

3.6.5 Reinforcing Continuous Feedback and Post-Implementation Review

This serves to point out that while there is evidence available that mentions post-implementation value tracking, this is not a practice that is common by projects. For better learning to take place within the institution, it is suggested that there be a post-implementation assessment done, and here, what is of importance is a focus on comparisons in respect to planned versus actual value attainment.

3.6.6 Implications for Practice and Future Projects

Not surprisingly, the implications of these findings are not confined within the boundaries of individual projects. On the contrary, they recommend that improvements in value realization often do not come from new frameworks but come from improved discipline with existing practices. For DTI, aligning early on, defining value, and working together positively influences project outcomes. Such recommendations could yield improved time-to-market, execution risk, and alignment of technology investments for future digital projects.

Therefore, the recommendations are practical and evidence-based alterations; they target the most important difficulties that have emerged from the study. They are likely to ensure a consistent, long-term approach towards value-driven project management. This will bring many more efficiencies in UCB's digital projects and that of its subsidiaries.

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Appended Part

APPENDIX

Appendix A: Internship Placement Details

Student Name: Sneha Salam
Student ID: 21304006
Program: Bachelor of Business Administration (BBA)
Major: Human Resource Management (HRM) and Finance

Internship Organization: United Commercial Bank PLC (UCB PLC)
Division: Digital Technology & Innovation (DTI)
Internship Duration: 25 October 2025 to 25 December 2025
Internship Location: Plot CWS-(A)-1, Road No. 34, Gulshan Avenue, Dhaka-1212

On-site Supervisor:
Mr. Fakrul Amin
Assistant Vice President (AVP)
Digital Technology & Innovation (DTI), UCB PLC

Appendix B: Job Description and Responsibilities

The job title of the internship was Project Management Intern for the Bank Digitalization Project at United Commercial Bank PLC. This was related to assisting the project management team within the Digital Technology & Innovation Division.

Tasks included the development of project documentation, engagement in requirement gathering meetings, support in tracking the project through technology such as Jira and Notion, coordination of the project with the development, testing, business analysis, and business teams, analysis of the Business Requirement Documents (BRD), development of the System Requirement Specification (SRS) from BRD, monitoring the timelines of the project and the deliverables, and updating the stakeholders about the progress of the project.

Appendix C: Survey Questionnaire – Managerial / Project Leadership Roles

Section A: Respondent Profile

1. Current role/designation
2. Years of experience in digital banking projects
3. Primary project or subsidiary involvement

Section B: Project Governance and Strategic Alignment

1. Project decisions are aligned with organizational strategy.

2. Governance structures provide clear roles and accountability.
3. Project prioritization considers business value and customer impact.

Section C: Resource and Budget Management

1. Resource allocation is aligned with expected business value.
2. Budget management is transparent and communicated clearly.
3. Budget flexibility exists for evolving project requirements.

Section D: Value Delivery and Measurement

1. Business value metrics are defined at the project initiation stage.
2. Post-implementation value is tracked and reviewed.

(Responses recorded using a five-point Likert scale.)

Appendix D: Survey Questionnaire – Developer / Technical Roles

Section A: Respondent Profile

1. Technical role/designation
2. Years of experience in digital banking systems
3. Primary system or platform involvement

Section B: Technical Governance and Alignment

1. Development tasks are aligned with business objectives.
2. Technical decisions consider customer and strategic impact.

Section C: Process and Collaboration

1. Agile practices are followed consistently.
2. Daily stand-ups and sprint ceremonies support alignment.

Section D: Value Communication and Execution Challenges

1. Business value goals are clearly communicated.
2. Requirement changes affect delivery timelines.

(Responses recorded using a five-point Likert scale and open-ended questions.)

Appendix E: Respondent Profile Summary

Category	Number of Respondents
Managerial / Project Leadership Roles	7
Developer / Technical Roles	8
Total Respondents	15

Experience Distribution:

- More than 5 years: 8 respondents
- 3–5 years: 3 respondents
- 1–3 years: 2 respondents
- Less than 1 year: 2 respondents

Appendix F: Ethical Declaration

Participation in this study is voluntary. The participants' identities are kept anonymous, and this study uses all collected information only for academic purposes, and there is no confidential/sensitive organizational information disclosed in this study. This study maintains the integrity and ethical standards of Brac University, along with following ethical considerations in this study.

Appendix G: Observational Notes

It was observed during the internship that cross-functional collaboration, documentation, and agile coordination are given high priority at the Digital Technology & Innovation Division. Requirement volatility, dependencies, and coordination across different departments have been found to affect project timelines.

Appendix H: Supporting Documents

- Business Requirement Documents (BRD)
- System Requirement Specifications (SRS)
- Project tracking dashboards (Jira, Notion)
- Internal progress reports and meeting records

Questionnaire

Business Value Aligned Project Management in Digital Banking: A Case on UCB PLC

I agree to the fact that my responses will remain confidential, and that my identity will not be collected. I understand that the responses provided will solely be used for the purpose of writing the internship report and will be analyzed in an aggregated and anonymous manner.

- ☐ I agree

Please Select Your Role in the DTI Division:

Your selection will determine which section you will answer.

Managerial / Leadership Roles:
• Project Manager
• Scrum Master
• Team Lead
• Business Analyst / Product Owner
• Business Stakeholder / Sponsor

Developer / Technical Roles:
• Backend Developer
• Frontend Developer
• Mobile App Developer
• QA / Tester / Automation Engineer
• DevOps / Cloud Engineer
• System Engineer

- ☐ Managerial / Project Leadership Role
- ☐ Developer / Technical Role

Which UCB subsidiary do your digital project responsibilities most frequently support? (Select all that apply)

- ☐ A. United Commercial Bank PLC (Core Banking)
- ☐ B. UCB Stock Brokerage Limited
- ☐ C. UCB Asset Management Inc.
- ☐ D. UCB Fintech Company Limited – Upay
- ☐ E. UCB Investment Limited

How long have you been involved in digital banking projects?

A. Less than 1 year
B. 1–3 years
C. 3–5 years
D. More than 5 years

MANAGERIAL / PROJECT LEADERSHIP QUESTIONNAIRE

Project Governance & Strategy

1. The project governance structure clearly defines roles and responsibilities.
2. Decision-making consistently considers customer value and strategic goals.
3. Prioritization of projects is transparent and strategy-aligned.
4. DTI's project portfolio aligns with UCB's digital transformation strategy.

Resource & Budget Management

1. Resource allocation is driven by expected business value/ROI.
2. Budget management is transparent and value-driven.
3. Budget allocation decisions are transparent and well-communicated.
4. Budgets are flexible enough to adjust with evolving requirements.
5. Collaboration with Finance supports value-driven budget management.

Process & Collaboration

1. People management practices support teamwork and collaboration.
2. Standardized DTI processes ensure consistent project execution.
3. Coordination between DTI and other UCB subsidiaries is effective.
4. Project teams are empowered to adjust scope to maximize value.

Value Delivery & Metrics

1. Projects have clear business value metrics defined at initiation.
2. Customer-facing projects align well with acquisition and customer experience goals.
3. Compliance projects balance regulatory and operational efficiency objectives.
4. Subsidiary projects receive fair priority and resource consideration.

5. Approval cycles do not significantly delay project initiation.

What is the primary driver of project prioritization in DTI?

A. Regulatory deadlines
B. Business value / strategic alignment
C. Senior executive interest
D. Resource availability
E. Customer feedback

Which governance area requires the most improvement?

A. Role clarity and accountability
B. Risk identification and mitigation
C. Decision-making speed
D. Cross-subsidiary coordination
E. Post-implementation review processes

How effectively are business value metrics tracked after project completion?

A. Very effective
B. Effective
C. Moderately effective
D. Slightly effective
E. Not effective

Where are collaboration gaps most evident?

a. Between DTI and Business Units
b. Between DTI and Subsidiaries
c. Within DTI teams (Different Team)
d. With Finance/Procurement
e. With external vendors/partners

What is the biggest challenge in aligning digital projects with UCB's strategic business goals?

Ans:

What improvements would enhance coordination between DTI and subsidiaries/ other department during project execution?

Ans:

DEVELOPER / TECHNICAL ROLE QUESTIONNAIRE

Technical Governance & Alignment

1. Governance clearly communicates expectations to development teams.
2. Technical decisions consider customer impact and strategic goals.
3. Prioritization of development tasks is transparent and strategy-driven.
4. Development tasks align with UCB's digital transformation strategy.

Process & Team Collaboration

1. People management supports developer productivity and clarity.
2. Development processes (SDLC, agile) are standardized.
3. Collaboration with subsidiaries supports effective technical delivery.
4. Developers can suggest scope changes to improve value outcomes.

Value Measurement & Delivery

1. Requirements include clear business value expectations for developers.
2. Technical contributions to business value are measured effectively.
3. Customer-facing projects reflect defined value metrics (e.g., Customer Experience).
4. Compliance development balances technical and regulatory goals.
5. Subsidiary development receives equal technical priority and support.

What most influences the technical scope of a project?

a. Regulatory/compliance requirements
b. Business requirements from Product Owners
c. Technical debt or legacy constraints
d. Available development tools/infrastructure
e. Time-to-market pressure

Which phase of development faces the most delays?

a. Requirements gathering
b. Development & coding
c. Testing & QA
d. Deployment & release
e. Post-launch monitoring

How clear are business value goals communicated to the development team?

a. Very clear and measurable
b. Clear but not always measurable
c. Somewhat clear
d. Rarely discussed
e. Not communicated

Which collaboration channel is most effective for technical alignment?

a. Daily stand-ups
b. Sprint planning/review meetings
c. Direct messaging (Slack/Teams)
d. Documentation/Confluence
e. Cross-team workshops

What technical challenges most frequently prevent projects from delivering intended business value?

Ans:

What changes in tools or development practices would improve efficiency or value delivery?

Ans:

Proposal for Internship Report

Background:
My internship report, "Business Value Aligned Project Management in Digital Banking – A Case of United Commercial Bank PLC (UCB PLC)," examines digital banking projects as strategic management initiatives that enhance competitiveness, customer value, and operational transformation. Its managerial relevance lies in ensuring technology investments deliver measurable value for the bank and stakeholders. Through my role in UCB's DTI Division on projects like the Super App, Digital Onboarding, and eKYC, I will analyze how decision-making, resource prioritization, and governance practices drive business value. The topic links managerial theory with practical project governance in a real banking environment.

Aims and Objectives:
This report aims to explore how UCB's project governance structures align digital banking projects with measurable business value. Specific objectives include:

- To examine how UCB's governance framework guides managerial decision-making, resource allocation, and performance alignment from initiation to delivery.
- To assess the alignment of UCB's digital projects with key business value metrics such as customer acquisition, cost reduction, compliance, and operational efficiency.
- To evaluate how governance structures ensure strategic alignment and propose recommendations for enhancing value-driven project management practices.

Methodology:
The report will use both primary and secondary data. Primary data from observations, discussions, meeting records, and communications will be analyzed to understand managerial decision-making, stakeholder interactions, and governance practices in action. Secondary data from BRD/SRS, project trackers, policy documents, and relevant literature will support comparison between formal frameworks and practical execution. This approach will help interpret how theoretical governance models translate into real managerial behavior.

Significance:
This report links traditional project metrics (time, cost, scope) with value-based measures (impact, ROI, strategic alignment) and provides insights for optimizing UCB's governance framework, contributing to both academic understanding and practical management in digital banking.

Timeline of Work:
The report will be completed within the three-month internship period:

- **Month 1:** Topic validation, literature review, and conceptual grounding.
- **Month 2:** Data collection through observation and document review.
- **Month 3:** Analysis, report writing, and final submission.