

Internship Report on
Analysis of Training & Development
program of Southeast Bank Limited



Inspiring Excellence

SUBMITTED TO:

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DATE OF SUBMISSION: - 12/04/2018

Analysis of Training & Development Program of Southeast Bank Limited



Letter of Transmittal

Date: - 05th April 2018

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Subject: - **Submission of internship report.**

Dear Madam,

I am here by submitting my internship report which is a part of the MBA program. It is a matter of great privilege and achievement for me to work under your active supervision. This report is based on analysis of training and development program of Southeast bank Limited.

Being an employee of SEBL I have got the opportunity to know about SEBL up close. So, the whole internship report and analysis are totally based on my experiences and own perspective.

I have joined SEBL on 16th January 2018 and currently I am working in Moghbazar Ladies Branch as a Trainee assistant Officer (TAO) in cash.

This report has given me both academic and practical exposures. It has been three months of my working life in SEBL. These three months of my career in SEBL has been worthwhile experience and valuable for me.

I will be highly obliged if you are kind enough to grant my internship report and provide your valuable judgment about this report. It would be my immense pleasure if you find this report useful and informative to have an apparent perspective on the issue.

Sincerely Yours

Chowdhury Srabonti Barua

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MBA program

Letter of Endorsements by the Supervisor Faculty

The internship Report on “Analysis of Training & Development of Southeast Bank Limited” has been submitted in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA), Major in Human Resource Management, on April 2018 By Chowdhury Srabonti Barua, ID # 15364030.

The report has been accepted and may be presented to the internship Defense Committee for evaluation.

Any opinions, suggestions made in this are entirely that of the author of the report. The University does not condone nor reject any of these opinions or suggestions.

Ms Rifat Iqbal

Internship Supervisor

Acknowledgment

At first I would like to express my gratitude to the Almighty who has given me the opportunity to go through the process of internship report writing **on analysis of training & development program of SEBL.**

I would like to take the opportunity to express my gratitude to my internship supervisor Ms Rifat Iqbal, lecturer of BRAC Business School of BRAC University whose direction, guidance and support helped me a lot to make this internship report.

My deepest appreciation and thanks goes to my branch manager Farhana Khan, VP and Head of Branch of Moghbazar Ladies Branch and Fauzia Baset, FAVP and Manager Operation of Moghbazar Ladies branch of SEBL. I am really grateful to them for their support & help in compiling this report by giving me necessary information, advices, cooperation & guidance.

I would specially like to thank Ms Fahmida Chowdhury EVP and principal of TI (training institute) of SEBL, training course coordinator H M Mehedi Hasan, SEO, and TI of SEBL and Ahmed Bari course coordinator of WSDA, New Zealand. They taught many important things related to banking during training period in the beginning of my banking career.

Moreover, it has been great pleasure for me to work in SEBL (Moghbazar Ladies branch) as an employee (Trainee assistant officer, cash). At last I must mention the wonderful working environment and group commitment of my colleagues of SEBL bank that has enabled me a lot of deals to do and observe the banking activities during my three months of working life in SEBL.

Executive Summary

This is the report based on Southeast Bank Limited about analysis of training & development program of SEBL at present. As being completely new to banking sector, this research report has enhanced my knowledge about HRM. Nevertheless, they were all useful for my career. Any corporate business world is very much competitive and the success in the competition depends largely on the performance of the people attached to it. Banking is a great sector incorporate business. The Banking Industry is a service oriented industry which provides different services to its customers in various ways with the help of its human resources. Thus efficient and well trained human resources can have a huge impact on the outcome of the banking industry. So a banking organization must be keen to identify the human resources as in employees and train & develop them to shape up the banking operation properly.

Training and Development of the employees are very important for a bank to run smoothly. This activity can have a great effect on the economy of the country. So a bank like Southeast Bank Limited should have some training and development facilities to enhance the knowledge and productivity of the employees. A proper Human Resource Department with adequate training and development facility can make Southeast Bank Limited more efficient and make it the best bank in Bangladesh.

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Introduction:-

The word “bank” refers to the financial institution which deals with money transaction in different ways. So, banks are profit-earning sources. Banks collect deposits at the lowest possible cost and provide loans and advances at higher cost. The banking world has been undergoing rapid and fundamental changes. The speed of these changes has been maintained even after the global financial turmoil experienced during the past few years. So, it is well recognized that there is an urgent need for better and qualified management with trained staff in the dynamic global financial market. Bangladesh is no exception of this trend.

The dominance of the banking sector makes our financial sector vulnerable and at the same time it highlights the importance of the resource mobilization and economic growth. The role of the banking sector in acceleration growth is contingent .In Bangladesh the banking sector has travelled through a journey where the sector has experienced several ups and downs. Reforms measures have been undertaken in an attempt to improve upon the structural constraints of the sector. Bank education is a practice oriented education and Banking Sector in Bangladesh is facing challenges from different angles though its prospect is bright in the future.

Bangladesh Bank acts as a central bank for our country and it controls, supervises, and looks after the scheduled banks in the private commercial banks as well as the nationalized commercial banks formed by amalgamating the business of the twelve banks doing business in Bangladesh before liberation. After the liberation of Bangladesh the twelve Banking companies who were doing business in Bangladesh, were nationalized by the Government of the People’s Republic of Bangladesh under president’s order No.26 of 1972 entitled **The Bangladesh Bank (Nationalizations) Order, 1972** on March 26, 1972.

With years, banks are also adding services to their customers. The Bangladesh banking industry is passing through a phase of customers market. The customers have more choices in choosing their banks. A competition has been established within the banks operating in Bangladesh. With stiff competition and advancement of technology, the services provided by banks have become more easy and convenient. Southeast Bank Limited is one of the leading private commercial Banks and has a good reputation in corporate industry. SEBL is fast growing second generation. It has been gaining continuous growth rate in different spheres of

banking operations since its establishment. SEBL carries the philosophy of “A Bank with vision: that indicates its sincerity, integrity and strength of mind of scope with global competitiveness and advancement.

Organizational History of SEBL:-

Southeast Bank Limited was established in 1995 with a dream and a vision to become a pioneer banking institution of the country and contribute significantly to the growth of the national economy. The Bank was established by leading business personalities and eminent industrialists of the country with stakes in various segments of the national economy. The incumbent Chairman of the Bank is Mr Alamgir Kabir, FCA, a professional Chartered Accountant.

Southeast Bank is run by a team of efficient professionals. They create and generate an environment of trust and discipline that encourages and motivates everyone in the Bank to work together for achieving the objectives of the Bank. The culture of maintaining congenial work environment in the Bank has further enabled the staff members to benchmarks themselves better against management expectations. A commitment to quality and excellence in service is the hallmark of their identity.

Southeast Bank tests pride for bringing women into the banking profession in a significant number for gender equality. At present, 18.114% of SEBL’s employees are women.

Overview of SEBL:-

Commitment to Clients :-

Southeast Bank Limited is very committed towards customers as it believes to grow as customers grow. SEBL creates long-term relationship with customers based on mutual trust by responding customer needs and providing service with degree of professionalism through products and service at competitive pricing and use of modern technology with speed and accuracy. It ensures safety and security of customer’s valuables in trust.

Core Strengths :-

Transparent and quick decision making, satisfied customers, efficient team of performers, skilled risk management, internal control and compliance. Skilled risk management and diversification these are core strengths of SEBL.

Core Competencies :-

Knowledge, experience and expertise, customer focus, transparency, reliability, determination, pursuit of disciplined growth strategy and zeal for improvement are core competencies of SEBL.

Vision:-

A clear vision always provides a better foundation for developing a comprehensive mission statement. SEBL established its vision statement to achieve its long term objectives & goals. The vision of Southeast Bank Limited is to stand out a premier banking institution in Bangladesh and contribute significantly to the national economy.

Mission:-

Business missions are the foundation of priorities and strategies which actually help the business vision to turn into a reality. Southeast Bank is very much concerned about their mission regarding fast customer service and high quality financial services with state of the art technology and it follows ethical standards in business and maintains innovative banking at a competitive price, sustainable growth strategy and commitment to corporate social responsibility.

Training and Development :-

Training:-

Training is a program that helps employees to learn specific knowledge for doing the job effectively, skillfully and qualitatively. Training is not a continuous process but it is scheduled at periodic intervals in order to keep employee skill abilities at a maximum level. Generally training is given by the experts or professionals in that related field or job.

Purpose of training :-

Training is required at every stage of work for every person at work. Training leads to increased operational productivity and increased company profit. In order to keep one-self updated with fast changing technologies, concepts, values and environment training plays a vital role. So, training programmes are also necessary in any organization for improving the quality of work of the employees at all levels. Besides, training gives employees a wider awareness, an enlarged skill base and that leads to enhanced personal growth.

Training Needs Analysis(TNA) :-

It is a systemic approach of evaluating current competencies of an employee & identifies the gaps between current ability & desired ability for the job. TNA also helps to identify the importance of particular competencies for the business objectives and the percentages of employees who need that training for gaining the competencies. For conducting TNA, there are many ways of collecting information as in performance evaluation, tests, interviews, customer's feedback, observation, surveys etc. Using more than one method is always helpful to get comprehensive overview of the training for the job.

Training Types :-

There are various types of training can be arranged for employees of any company such as - orientation training, compliance training, safety training, promotional training, refresher training, internship training, leadership training, soft skill training, technical training, professional training, legal training, Managerial Training etc. But these trainings normally depend on the type of organization, the availability of the amount of resources for training and the need of that training for the company.

Methods of Training :-

Basically two types of methods of training are used to acclimate the employees to new job or to new post within any company. The methods are: - Off the job training and On the job training.

Off the job training is conducted in a classrooms designated for training. This training can be arranged at a separate training centre, or near the workplace or away from the work. Off the training allows trainees to devote their full attention to the materials as in- lecture, presentation, case study, problem solving, role play, exercise etc are being taught there.

On the job training refers allowing new or inexperienced employees to learn by to performing a specific job or task observing peers, senior colleagues or manager. In this way participants keep learning by performing like on the practical field. On the job can be also conducted by structuring of using hands on application supported by classroom type instruction.

Training aids & facilities :-

Training aids plays vital role in training- learning process. Usually, the training programs get affected by the training aids. So, the process of training-learning process depends on the different types of equipment available in the classrooms. PowerPoint, Projector for displaying slides, white or black board, paper handouts, multimedia, flip chart, Sound system, artifacts or props etc.

Training aids are not just enough for arranging training. Besides, training aids several things regarding facilities need to be given special consideration for conducting training. Those are: - location & accessibility of training institution, training building provided with spacious classrooms, library adequate with enough resourceful books, cafeteria, seminar room, lounge, computer lab with full technical supports.

Training Evaluation :-

Training evaluation is a continual & systematic process of assessing the value of the training program course, activity or event. The main purpose of the evaluation is to measure effectiveness of training program course related to the preparation & implementation of that training. Through participant reaction, participant behavioral change/performance, knowledge transfer, participant learning, Organizational impact, & course completion of report from the participants. Feedback from the supervisor or unit manager of the participants of the company is very important as well. This is known as Post Training Utilization (PTU). PTU study helps to indentify the improvement of the participants after training.

Development :-

Development is a frame work which is more expansive and focuses on employees' personal growth & future through organizational skills, knowledge, and abilities rather than an immediate job role. Generally, development refers to those learning opportunities designed to help employees grow. It is not primarily skill-oriented. Instead, it provides general knowledge and attitudes which will be helpful to employees in higher positions. Efforts towards development often depend on personal drive and ambition. Development activities, such as those supplied by management developmental programmers, are generally voluntary.

Purpose of development :-

Management development attempts to improve managerial performance by imparting knowledge, changing attitudes and increasing skills. The major objective of development is managerial effectiveness through a planned and a deliberate process of learning. This provides for planned growth to meet the future organizational needs.

Difference between training & development :-

Training is a short term process which is referred to instruction in technical and mechanical problems and targeted it has specific job related purpose.

Development is a long term process and it is referred to philosophical and theoretical educational concepts and it has general knowledge purpose. But through regular training program an employee can be developed by personally & professionally.

Since training & development both involve time, effort and money by an organization so, any organization should be careful while designing training & development programs. The objectives & need for training & development should be clearly identified and the method or type of training & development should be chosen according to the needs and objectives established. Organization should take feedback on the training & development program from the trainees in the form of structured questionnaires as to know whether the amount of time &

money invested on training & development programs has turned into an investment or total expenditure for an organization.

Training Facilities for Bankers in Bangladesh:-

However in Bangladesh the bankers need to go through different training at different times of their career in Bangladesh Institute of Business Management (BIBM).

Bangladesh Institute of Bank Management Training Module :-

Serial No	Course Name	Duration
1	Agricultural Financing and Commodity Market	02 days
2	Asset-Liability Management in Banks	05 days
3	Banking Technology for Branch Managers	05 days
4	Branch Human Resource Management in Banks	02 days
5	Branch Management and Branch Simulation	07 days
6	Bank Guarantees	02 days
7	Banking Supervision & Regulatory Compliance	03 days
8	Basel-III for Bank Executives	02 days
9	Project Financing and PPP	05 days
10	Credit Appraisal and Management	01day
11	Financial Crime and Compliance Issues in Banks	01day
12	Mobile Banking and Agent Banking in Bangladesh	02 days
13	Team Building for Work Excellence in Branch Banking	02 days
14	Case-based Analysis	02 days
15	Enhancing Service Quality and Digital Marketing in Banks	02 days
16	IT Security and Fraud Prevention in Banks for Non-IT Executives	05 days
17	Domestic and International Factoring	02 days
18	Management of Non-performing Loans: Case-based Analysis	02 days
19	Governance of IT Operation Management and Information Security in Banks	02 days
20	Legal Aspects of Security and Documentation	02 days

An Overview of Training & Development

Program in SEBL :-

One needs to be careful & choosy regarding career selection. The career that is chosen will be the gateway of future direction towards success. So, it is better to start with a reputed learning environment which will ensure smooth career progression. Southeast bank Limited provides such learning environment, career development strategy, scope for development of individual talents. In SEBL they offer an excellent atmosphere and competitive compensation package in a way that always math our employees' desires. In an exchange of all the above mentioned, it looks for individuals with education, team – spirit, work driving force for professional excellence, creative approaches who can produce in desired result.

There is training institute of Southeast Bank Limited located very near to the Head Office at Motijheel Dhaka. The training institute is supervised by the SEBL's top management and a group of highly qualified trainers who are there to train and develop employees from time to time.

Mainly, after finishing recruitment and selection process each & every employee has to go through a compulsory foundation training course (FTC) considering official level like probationary officer, junior officer, trainee assistant officer. Weeklong FTC for junior officer, 15-30days of FTC for probationary officer and 3 - 4days of FTC for trainee assistant officer. Normally, 20-25 new employees in a group are trained in a group. The objectives of the foundation training course are to get employees familiarized with SEBL & service rules. These are some courses of foundation course as in The NI (Negotiable instrument) Act-1881, core banking system of SEBL, ICT security management & security awareness in banks, customer services through service excellence guidelines of SEBL, common lapses/irregularities in banking pointed by internal & external audit team. Besides, by this training employees are to disseminated knowledge on AML (anti money laundering) & CFT (combat financing terrorism) and related any circulars of BFIU (Bangladesh financial intelligence unit) and Bangladesh bank. In every month for existing employees SEBL training institute also arranges training programs on different banking related topic or new topic circulated by BFIU/Bangladesh bank for reviving and expanding banking knowledge.

There are various bank related course trainings are arranged. Some of them are such as- Information and communication technology system audit and security awareness training for enhance participant's knowledge based on ICT security related issues with view to keep computer and data secure to prevent electronic crimes & frauds in the Bank.

Legal issues related to Banking operations training for get employees acquainted with title suit, money suit, and other court cases.

Islamic banking business operations – the objective of this training are to familiarize the participants with Islamic banking service and profit distribution under Islamic Shariah.

Comprehensive credit policy of bank – the purpose of this training to acquaint the participants with newly developed credit policy, credit appraisal, risk management, credit collection etc.

Export finance assessment and monitoring – the objectives of this course are improve capacity of the participants for appraising export finance assessment and monitoring to promote skills of participants.

After every training program employees are evaluated by examination and the results are recorded by HRM for any kind of job promotion. And employees are always encouraged to give marks & their opinion about training course for betterment of the training method.

For development part nowadays SEBL arranges special EQ (Emotional intelligence) training course offered by WSDA (Workplace Skills Development Academy, New Zealand) team. The objectives of this program are to motivate participants to design necessary strategies to achieve the desired success in the life and to have vision of becoming total banker who will have different types of know ledges, skills and abilities to manage versatile risk banking.

Analysis of Training & Development of

SEBL:-

Being an employee of SEBL as well as a student of HRM of BRAC University my analysis about training & development program is that the all employees should go under the training and development process for personal & professional growth. As, SEBL believes to achieve sustainable business performance, growth and operation excellence to the highest level of ethical standards & professionalism. SEBL top management should try to develop each and every employee so that they can give their best for the organization. So, proper training and development facilities can make employees of SEBL more interactive and efficient.

My Experiences:-

After getting training & development program I felt more confident & motivated to big my level best performance while working in SEBL. I have learned many things about banking which really help me in my daily work in bank. Here are my two experiences through this three months working time in SEBL.

Situation One: - Normally bad people who have fake notes they always hunt for new employee in bank so that fake note can be given to that new employee. After one month of my joining, one day a man came to me with some amount of money. While checking money I found fake note and refused to take it. He thought that I would not be able to identify fake note. So “fake note identification” training really helped me that day to identify the fake note.

Situation Two: - One day one man came to submit his credit card bill at the last day of submission of credit card payment. If his credit card bill would not have been posted he had to pay high interest of amount but his credit card number was changed and some technical reason his credit card bill could not be posted in server of bank . I tried several times but I could not. I tried to explain him that he should go to head office to card division for solving the problem. But by that time that man got furious at me. But I did not react. Then I called IT

section of SEBL and asked the solution. By the instruction of IT officer his credit card bills were paid. That day I realized WSDA training (customer service excellence) really helped me to use my emotional intelligence for handling customer.

Recommendations :-

As a participant, I have found the output of training programs in SEBL satisfying .Because, through training programs participants get benefited by improving attitudes, performances, skills & knowledge related to job post. There is separate training institute (TI) building with necessary facilitates in SEBL. TI of SEBL also arranges training programs out of Dhaka for the employees of different districts' branches. In 2017 SEBL organized total 107 training programs with 2789 participants and in this year 2018, SEBL TI has well prepared annual training calendar.

However, being an employee of SEBL, I have observed there are further scopes for improvement in training & development program besides benefits out training & development programs of SEBL

Training contents needs to be more relevant with the part of participant's job responsibilities of the particular job post. Because, job responsibilities vary from different post to post. Training course for branch manager and training course for trainee assistant is not same. So participants from same job post need to be selected for particular training.

While training course sharing of experiences of employees from different branches of SEBL should be given more emphasis rather than theoretical knowledge. So, relevant resourceful & experienced person related to the job post need to be present in training course to share their experiences with participants.

SEBL needs to enhance other facilitates in training institution. Seminar rooms, separate computer lab, a library with resourceful books are needed in training institution. These facilities will increase the interest of participants to know more about the contents & topic discussed in training & development courses.

SEBL needs to arrange on the job training programs so that the trainees can relate the knowledge with their practical job field responsibilities. Besides, this SEBL needs to develop electronic database mechanism for continuous follow-up session which is known as PTU (Post Training Utilization) of the trained employees within SEBL. So, PTU needs to be conducted on regular basis. On that findings study of PTU the training course need to be updated continuously.

Besides regular courses, SEBL TI needs to conduct some latest courses on [green and sustainable Finance](#), [green Banking](#), [mobile banking and agent banking in Bangladesh](#).

Often employees in rural branches of SEBL face difficulties to deal with customer in rural areas. Because handling customer of rural areas is different from handling customer of urban areas in many ways. Lack of awareness & education rural customers are very difficult to handle. so, SEBL management needs to set separate training & development program for employees of rural branches.

Conflicts in the workplace is hugely detrimental .The relationship among employees should be improved. Because, sometimes employees get engaged into negative organizational politics and favoritism that create conflicts in workplace. Some employees may feel worried to come forward about issues relating to colleagues. SEBL needs to improve its Human resource department. Internal working environment can be improved through inter personnel relationship development program & which will intend towards mutual respect and cooperation among employees. Besides, sometimes anonymous employee survey may help to reveal any problems and solve it.

Conclusion:-

Southeast Bank Limited is a growing bank in Bangladesh Banking Industry which is trending and earned good will within very short time. The SEBL has been maintaining its good will in the corporate industry. This has been only possible because of the human resource that is the employees who are working in the organization. If the employees provides their best effort

than any organization can grow quickly. Though there is some problem in the training and development sector but with a proper training and development facility SEBL can grow faster and the productivity will also increase. With the help of proper training and development if each and every employee of Southeast Bank Limited can be developed properly than efficiency and income of SEBL will surely increase to a large extent.

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