

**Report On**  
**The Impact of Financial Literacy Workshops on Customer Understanding of**  
**Banking Products and Services**

By  
Pramita Tamang  
Student ID: 20304088

An internship report submitted to the Brac Business school in partial fulfillment of the  
requirements for the degree of  
Bachelors in Business Administration

BRAC Business School  
Brac University  
June 2024

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## **Declaration**

It is hereby declared that

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

### **Student's Full Name & Signature:**

**Pramita Tamang**

**ID: 20304088**

---

**Student Full Name**

Student ID

### **Supervisor's Full Name & Signature:**

---

**Supervisor Full Name**

Designation, Department

Institution

## Letter of Transmittal

Dr. Suman Paul Chowdury

Associate Professor,

BRAC Business School

BRAC University

224 Bir Uttam Rafiqul Islam Avenue Merul Badda Dhaka 1212.

Subject: **Submission of Internship Report**

Dear Sir,

I'm delighted to be here to present my internship report titled "Internship Report on Human Resource Department of BRAC Bank Limited." With the careful guidance provided, I successfully completed my internship at BRAC Bank Limited's head office located at Anik Tower, 220/B, Tejgaon Gulshan Link Road, Tejgaon, Dhaka-1208.

I believe that the knowledge and experience gained while working on this report will be extremely beneficial for my future career. I hope you'll consider the report's strengths and weaknesses when evaluating it. I would be very grateful if you could accept my efforts.

Thank you for this opportunity. I'm excited to share my insights with you all.

Sincerely yours,

---

Pramita Tamang

ID:20304088

BRAC Business School

BRAC University

10<sup>th</sup> June,2024

## **Non-Disclosure Agreement**

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between Brac Bank and the undersigned student at Brac University.....

## **Acknowledgement**

I am deeply grateful to everyone for granting me the perseverance and guidance to complete my internship and compile this report. This journey wouldn't have been possible without the support and contributions of numerous individuals who generously shared their time and knowledge.

My heartfelt appreciation goes to Associate Professor. Dr. Suman Paul Chowdury, my academic supervisor at BRAC Business School, BRAC University. His mentorship and valuable insights were pivotal in shaping the quality of this report.

I extend my sincere thanks to Mr. Mahbub Khan, Senior HR Business Partner, and Md. Enamul Hoque, Officer, from the HR Management Division of BRAC Bank Limited. Their guidance and assistance during my internship were invaluable, contributing significantly to my professional growth.

To my family, friends, and all those who believed in me and provided unwavering support throughout this endeavor, I express my deepest gratitude. Your encouragement kept me motivated during challenging times.

Lastly, to everyone who played a part, big or small, in this journey, I extend my heartfelt thanks. Your contributions have been instrumental in the completion of this report.

Thank you all for being a part of this meaningful experience.

Warm regards,

Pramita Tamang

10<sup>th</sup> June, 2024

## **Executive Summary**

BRAC Bank PLC, a listed commercial bank in Bangladesh, was established in 2001 under the Banking Companies Act, 1991, and is listed on the Dhaka and Chittagong Stock Exchanges. The bank is divided into four divisions Commercial Banking, Retail Banking, Probashi Banking, and Small & Medium Enterprise (SME) Banking. BRAC Bank has 176 branches, over 500 ATMs, and 448 SME unit services nationwide. The bank has also initiated financial comprehension workshops to ameliorate customers' apprehension of bank products and services. These workshops have led to significant advancements in clients' knowledge of banking generalities and services, enabling them to make informed opinions on finances. The workshops have also led to increased complexity in banking services like investment and withdrawal savings. still, challenges remain, similar as availability in pastoral areas and the need for better product customization. BRAC Bank PLC continues to expand and enhance fiscal knowledge programs, fostering long- term trust and fidelity with guests and contributing to Bangladesh's profitable development.

**Keywords:** BRAC Bank PLC; Financial Comprehension; Workshops; Financial Knowledge Programs; Customers.

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## List of Acronyms

BBPLC	BRAC Bank Private limited Company
LFA	Leave Fare Assistance
SME	Small And Medium Enterprise
AVP	Assistant Vice President
MANCOM	Management Committee
COO	Chief Operating Officer
HRD	Human Resource Division
ATM	Automated Teller Machine
Tv	Television
ROA	Return on Assets
ROE	Return on Equity
BDT	Bangladeshi Taka
IFRS	International Financial Reporting standards
SQL	Structure Query language

# **Chapter 1: Overview of Internship**

## **1.1 Student Information:**

Name: Pramita Tamang

ID: 20304088

Program: BBA

Major/ Specialization: Accounting and minor in Computer in Management

## **1.2 Internship Information:**

### **1.2.1 Company Information**

Company name: BRAC Bank

Period: Three months

Department/Division: Human Resources

Address: Anik Tower (Level-9) 220/B, Tejgaon I/A Tejgaon-Gulshan Link Road, Dhaka-1208

### **1.2.2 Internship Company Supervisor's Information**

Name: Mr. Mahbub Khan

Position: Senior HR Business Partner, Human Resources

### **1.2.3 Job Scope**

- Organized competency framework for Universal officer
- Made slide presentation on service excellence Guidebook 2024
- Edited and formatted service excellence guidebook 2024

## **1.3 Internship Outcomes:**

### **1.3.1 Student's contribution to the company**

Organizing the Universal Officer competency framework has helped the officers to know their job and performance much better. It also helps identify the needs for specialized training, thus contributing to more effective professional development. It is worth noting that the framework makes the performance appraisal process fair and consistent. Moreover, the framework enhances the recruitment and selection process by explicitly laying down the competencies required of the job concerned.

Developing the PowerPoint presentation of the Service Excellence Guidebook 2024 has aided employees in knowing service-level fundamental standards. Besides being useful at various training forums to ensure that every employee is conversant with service standards, the presentation, being a visual aid, enables employees to interact with and understand it more quickly.

The Service Excellence Guidebook 2024 is editing and formatting, in order to make it easier to read. It made the reading more comfortable, the greater the understanding and the observance of service requirements by the employees. The guidebook also plays a training material role both for new and incumbent staff, and hence it helps in supporting the bank's consistent messaging regarding the bank service standards.

Therefore, organizing the competency framework, developing the presentation, and enhancing the quality of the guidebook are all measures that work together to support BRAC Bank's systematic commitment to service excellence. They contribute to client happiness by assuring high-quality service delivery. These programs also help organizations operate better by encouraging continuous improvement, empowering employees, and enhancing their

engagement and retention. Overall, they ensure that BRAC Bank upholds elevated service standards and can accommodate evolving client requirements.

### **1.3.2 Benefits to the learner**

Working on projects such as a framework of competence, a slide presentation, and a revision of a guidebook has significant benefits to the employee. Such tasks enhance professional development by requiring and elevating competencies in strategic planning, project management, communication, and content development. Successful execution of such projects can raise awareness and recognition within the organization by demonstrating leadership and initiative, which in turn can result in opportunities for development and advancement. Besides, such tasks would make the individual better-appreciated specifications and expectations of the organization, hence being a go-to person for such a thing and align one's actions toward the interests and objectives of the organization.

In addition to that, they are often projects in association with many departments and stakeholders, hence a lack of networking opportunities and partnerships among diverse organizational roles.

These networks may prove to be resourceful for subsequent projects and career development. The satisfaction and fulfillment that come with working on such projects is also a personal privilege on the part of the employee because the employee knows that their actions have a direct impact on the organization's performance and service delivery. Additionally, with one being able to demonstrate capacity to give significant value to the company, he/she can enhance job security and become more employable in the open market, thus potentially creating new career opportunities for the person. Finally, such projects enhance a holistic and sophisticated

career path and at the same time improve the organization's objectives with enormous personal and professional benefits.

### **1.3.3 Problems/Difficulties**

There were various challenges I underwent in the internship such as balancing demands between academics and professionalism, social isolation and networking, adjusting to the local work environment, and overcoming cultural and language barriers. There were critical aspects of difficulty in maintaining an academic and professional balance, especially because my background is in accounting but I was placed in an HR role. This mismatch required rapid learning of new concepts and adaptation to different professional expectations while handling the existing academic responsibilities from my home institution. This double pressure often made me feel overwhelmed and unable to meet the demands of both areas.

One more serious setback was social isolation and forming networks. Staying in a foreign country with no known place of support made it difficult to really relate to others. Social networking was not one of the strong points; this often left me feeling alone and generally speaking, it affected the experience. The opportunities to network are less and hence there is difficulty in developing professional relationships to foster proper integration into the workplace and the achievement of career progression.

Further, adaptation to the local work environment was an equally tough fight. Work pace, along with management styles, and many other aspects were different from what I was used to. Learning such new dynamics was time-consuming and demanded much effort, thus impacting much on my initial productivity and confidence. Expectations within the workplace were, and still are, at times unclear, and the approach towards tasks and problem-solving is very different from what I had known. Besides, there are language barriers. I tried my best to understand and respect local traditions and truly understand social norms, but language differences often lead



to many miscommunications. Because of these barriers, sometimes there were misunderstandings and it became difficult to communicate well with co-workers and supervisors. Navigating the day-to-day interactions and professional conversations in a totally foreign language was a consistent challenge, which only served to magnify the many levels of difficulty present in my internship experience.

Overall, the internship in Brac Bank provided a good learning experience, but these challenges pointed out areas where the international students are neglected in terms of better support systems. Tackling issues surrounding academic and professional alignment, social integration, adjustment in the workplace, and effective communication could greatly make the internship better for future participants.

#### **1.3.4 Recommendations**

To ensure the success of future internships, it's crucial for the company to implement various strategies aimed at enhancing the overall experience for interns. This is made possible through the incorporation of regular evaluations and feedback loops, which help the company understand the interns' experiences, identify areas that should be improved, and make the necessary alterations. Through these evaluations, the organization will be in a position to look at how effective the internship program is, what hitches or issues the interns have raised, and fine-tune the program for it to be of help to the participants.

Language and cultural training are another important provision in supporting international interns in the organization. Language training enables them to advance their communication and overcome language barriers in relating with other employees or clients. Cultural training, on the other hand, allows the intern to understand and navigate cultural differences—hence, another way to increase the cultural awareness and sensitivity of interns at work.

Broad orientation programs are extremely important for inculcating in interns a proper perspective of the organizational culture, policies, and procedures right from the beginning. The provision of detailed information regarding the mission, values, and expectations of the company, as well as guidance regarding practical aspects of operations, will help interns be acclimated to their environment.

Finally, aligning intern roles with their academic backgrounds is important to maximizing the value of the internship experience. By placing interns in roles that most closely align with their academic interests and career goals, the company ensures high levels of engagement and motivation, promoting intern effectiveness in contributing to the organization. This finally makes their experience very useful because the knowledge and skills gained are directly applicable to the career they would like to pursue.

## **Chapter 2: Organization Part**

### **2.1 Introduction**

BRAC Bank PLC, founded in 2001, has attained leadership position in the banking industry of Bangladesh, primarily due to its pioneering efforts in the Small and Medium Enterprises (SME) banking sector. This private commercial bank was established with a formidable vision to channel the country's financial evolution and bolster economic growth by offering innovative, inclusive banking products. In recent times, BRAC Bank has become synonymous with leading the way in banking, always being at the forefront of the changing demands of its clientele (BRAC Bank, 2023).

In banking, therefore, BRAC Bank's mission is encapsulated in the tripod of People, Planet, and Profit, also known as 3Ps. This represents the coordinated effort of BRAC Bank towards societal welfare, environmental sustainability, and profit. Through such a coordinated effort, BRAC Bank assures that all of its strategies and plans of growth are not only economically and commercially plausible but also socially and environmentally responsible, as well. One of the most critical strategies on which BRAC Bank has been built lies in the unbending support that this bank extends to the small and medium sized enterprises. Appreciating that SMEs is the bulwark of the Bangladesh economy, the bank offers a wide range of loan products that are especially tailored to meet the unique financial needs of these enterprises. These loan sizes, ranging from 3 lakhs taka to 30 lacs taka, stand as vital sources of finance to businesses that can hardly have access to mainstream banking services (Rahman et al., 2016). In doing so, Bank PLC has been leading the way in generating entrepreneurship, supporting small enterprises, and promoting economic growth at the local level (Khan, 2021).

Flexible loan repayment structures, which make it possible to suit the varied needs of the businesses, let the businesses opt for payment either in equal monthly installments or in a single installment at maturity with a quarterly interest payment, causing a more effective control over cash flow and planning of finances with greater certainty (Ahmed, 2023). The bank's functional model remains extremely client-centered with a primary focus on creating and maintaining relationships with customers. The DOs conduct door-to-door services, make sure of the identification of any potential client, assess the needs and provide financial solutions according to the client's specific needs and requirements. Such a proactive approach helps the bank not only to identify viable business opportunities but also to build a credible relationship with the clients. The officers continue monitoring the activities of borrower's post-disbursement to ensure adherence to the terms of the loan and to collect data on the customers that could be used for future lending decisions of the bank (Chowdhury, 2023).

BRAC Bank participates in the improvement of financial literacy, community development, and environment-related sustainability. With the help of financial literacy programs, the Bank empowers individuals and businesses with the knowledge and skills to effectively manage their finances. Community development work includes the various projects run in communities and emphasizes the benefit of the community and ultimately the growth in both the social and the economic terms in the community served. The Bank's environment-related sustainability works help to show the true face of the Bank in showing the institution's commitment towards reducing environmental footprint and helping build a sustainable world. In the case of the Bank, green banking practices are some of the paths that are being taken towards the same.

Despite facing a myriad of challenges: the fast-changing technological landscape and economic downturn, BRAC Bank remains fixed on innovation and growth. The bank is investing heavily in new technologies and digital platforms to improve its service and adapt to the changing needs of its customers. Through the use of newly emerging technologies like artificial intelligence and blockchain, BRAC Bank is trying to stay ahead in industry trends and be superior in this competitive world. (Islam, 2023). As the bank looks forward, the three Ps of People, Planet, and Profit will be the center of its roadmap to ensure that the bank continues to contribute positively toward the economic development of Bangladesh (BRAC Bank Annual Report, 2023).

In conclusion, BRAC Bank PLC has become a vital institution in the banking industry in Bangladesh, especially for its role in developing the SME sector. It has taken an innovative approach, provided flexible financial solutions, been committed to sustainability, and generally practiced ethical banking, thereby making it take a competitive lead in financial services. As BRAC Bank evolves and moves toward being more dynamic and flexible, it remains a catalyst for financial evolution and economic growth in Bangladesh. (Khan, 2021)

## **2.2 Overview Of BBL**

BRAC Bank PLC is a full-service commercial bank that has both domestic and international shareholders. It focuses on creating opportunities and pursuing market segments that traditional banks often overlook. To support its strategic growth and different business divisions, BRAC Bank PLC is currently seeking goal-oriented, passionate individual for different business roles. The bank aims to be a profitable and socially responsible financial institution, supporting BRAC and its shareholders in building an educated, healthy, independent, and poverty-free

Bangladesh. By strengthening communities and ensuring the country's financial stability, BRAC Bank helps individuals achieve their financial goals. The bank maintains high standards in everything it does for its customers, shareholders, employees, and communities, which is crucial for its future success.

### **2.2.1 History of BRAC Bank PLC**

BRAC Bank PLC, a relatively new commercial bank, began its operations on July 4, 2001. It is linked to BRAC (Bangladesh Rural Advancement Committee), one of the world's largest non-governmental development organizations formed by Fazle Hasan Abed in 1972. BRAC Bank, which has institutional shareholdings from BRAC, the International Finance Corporation (IFC), and ShoreCap International, has grown rapidly, becoming Bangladesh's fastest-growing bank during the last three years

The BRAC bank has recently become public, with its share prices reaching impressive heights, indicating a promising future. BRAC Bank PLC operates as a profitable organization, focusing on exploring new market opportunities in small and medium-sized enterprises (SMEs). Over the last five years, the bank has provided over BDT 102,729 million in loans to approximately 70,000 small and medium sized entrepreneurs, with a disbursement plan of BDT 180,673 million for the current year.

The management of BRAC Bank PLC believes that the SME sector holds massive potential for providing vital services in Bangladesh. Since its establishment in July 2001, BRAC Bank PLC has stretched its business to 88 branches, over 400 SME division outlets, and 333 ATM booths throughout Bangladesh. The bank's clientele has grown to 500,000 accounts and 100,000 loan agreements in 2017.

In 2017, BRAC Bank's outstanding amount was \$779 million, constituting approximately 65,000 loans with a mean loan amount of \$20,000. It has approximately 400 loan processing units throughout the nation—in rural and urban areas. Moreover, it has over 700 personnel in commercial credits—almost 75% of the entire team. Besides small business lending, the bank is presently undergoing massive growth in the field of remittance services, savings mobilization, and consumer lending.

For the future, BRAC Bank looks forward to launching a host of services and products with an expansion of its facilities throughout the nation in SME divisional outlets, trade divisions, and ATM booths to make the bank's network even more compliant to the customers' needs and the nation's economy.

### **2.2.2 Corporate Vision**

To be a successful, socially responsible financial institution that focuses on markets, delivers efficiency, and promotes commerce and development—and to assist BRAC and shareholders in creating a "just, enlightened, healthy, democratic, and poverty-free Bangladesh."

### **2.2.3 Corporate Mission**

Sustainable growth in the small and medium enterprise (SME) sector of Bangladesh.

Constantly updating the cost-effective payment system by retail means.

Financing available for commercial purposes by responsible and sound business proceedings.

Developing assets that are increasingly profitable through partnership. Ensuring safety and security in profitable growth sectors. Constant pursuit of increasing revenue from efficient modes of payments  
Creating effective communication lines between the bank's branches, SME divisional outlets, and BRAC field operations outlets to supply remittance and other banking services.

Execution of multiple transactions in an intensely cautious environment by never compromising quality services.

#### **2.2.4 Corporate Objectives**

1. Establishing a customer-centric approach that prioritizes integrity and exceptional service.
2. Fostering an authentic, honest, and empowering environment. Respect and honor customers, and base your decisions on excellence.
3. Aiming at profitability and overall growth.
4. Involving teamwork towards the successful provision of services. Appreciating and rewarding them on a performance basis.
5. Supporting trade globally in imports and exports.
6. Making the lives of the poor better off through access to financial services.

#### **2.2.5 Objective**

Brac Bank PLC's objective is to improve financing for manufacturing and consumption in order to help Bangladesh thrive. The bank will set new benchmarks as a market leader in Bangladesh by offering efficient, friendly, and modern banking services at a profit. The goal is to make profitable banking services available to people throughout the country.



## 2.2.6 Corporate Governance

### 2.2.6.1 Board of Directors

Table 1: Board of Directors of BBL

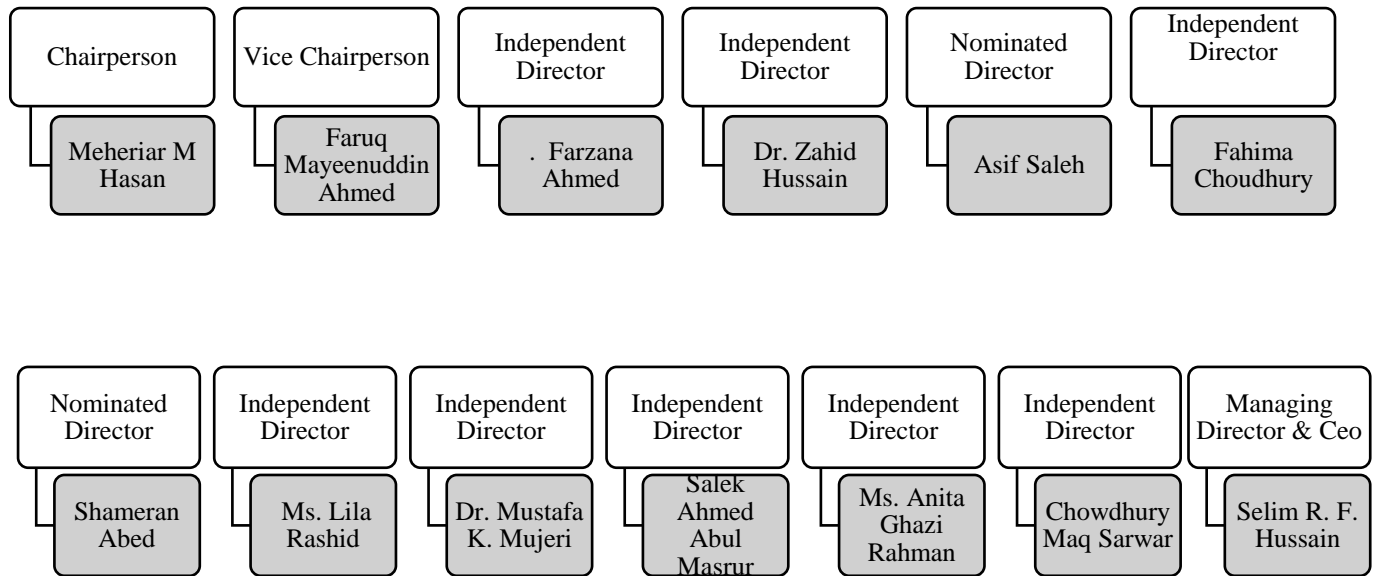


Table 1: Board of Directors of BRAC Bank PLC

## 2.2.6.2 Management Committee

1 .Selim R.F. Hussain Managing Director And CEO	2. M Masud Rana Fca Deputy Managing Director And CFO	3. Md Sabbir Hossain Deputy Managing Director And CoO	4. Syed Abdul Momen Deputy Managing Director And Head Of Sme
5. Md. Shaheen Iqbal, Cfa Deputy Managing Director And Head Of Treasury & Financial Institutions	6. Tareq Refat Ullah Khan Deputy Managing Director And Head Of Corporate Banking	7. Md. Mahiul Islam Deputy Managing Director & Head Of Retail Banking	8. Ahmed Rashid Joy Deputy Managing Director And Chief Risk Officer
9. Chowdhury Moinul Islam Deputy Managing Director And Camlco	10. Sheikh Mohammad Ashfaque Deputy Managing Director & Head Of Branches	11. Nazmur Rahim Head Of Alternate Banking Channels	12. M Sarwar Ahmed Head Of Internal Control And Compliance
13. Muniruzzaman Molla Head Of Operations	14. Akhteruddin Mahmood Head Of Hr	15. Nurun Nahar Begum Chief Technology Officer	16. Brigadier General Md. Amin Akbar (Retd.) Head Of General Services
17. Barrister Rasheed Ahmed Head Of Legal And Recovery	18. Ekram Kabir Head Of Communications	19. Indraneel Chattopadhyay Chief Marketing Officer	

Table 2: Management Committee of BBL

### 2.2.6.3. Sectors Of BBPLC

• Trivial and Intermediate Initiative	• Retail Banking	• Treasury & FI	• Credit Risk Management
• Finance Division	• Company Secretariat, L & D	• Special Asset Management	• Service Quality
• Corporate Banking	• Cash Management & Custodial Services	• Human Resources Division	• Operations
• Technology	• Risk Management	• Research & Development	• Communication

Table 3: Sectors of BBPLC

### 2.2.6.4. Products and services

Customer Supporting	Trivial Advances	Tenancy Funding	Centenary Advances	Property and Civil Construction
Long-standing and Short-standing loan sponsoring	Home Loan	SME and Argo Based	Overseas Exchange Allowance.	Ancillary facilities:

Table 4: Products and services

## 2.3 Management Practices

The leadership style in Brac Bank is dominantly participative with elements of democratic leadership. Critical analysis of how this style of leadership helps the bank to achieve its

business goals and objectives can be possible with an in-depth discussion of different operations, culture, and management practices of this bank.

### **2.3.1 Participative and Democratic Leadership in Brac Bank**

#### *1. Employee Involvement and Decision-Making:*

**Participative Decision-Making:** Brac Bank follows a participative leadership style that stimulates employees of all levels to provide ideas and participate in decision-making. It facilitates diversity in thoughts, leading to creative solutions and makes employees feel more engaged and caring about work.

**Democratic Elements:** The top managers make the ultimate decisions, but they listen to all the suggestions offered by employees, which usually contribute to their final choices. This democratic style ensures a better-considered decision that benefits from the knowledge of the whole team.

#### *2. Empowerment and Development:*

**Employee Empowerment:** Employee participation in decision-making provides the employees of Brac Bank with more control over their work, creating a sense of motivation and job satisfaction. Satisfied and motivated employees will be likely to remain proactive and take initiatives to contribute to the growth of the bank.

**Training and Development:** The bank runs comprehensive training and development programs fitting the participative leadership style. These programs enhance the skills of the workforce to prepare them for taking up future responsibilities, and the bank receives a consistent supply of skilled leaders

#### *3. Communication and Transparency:*

Open Communication: Brac Bank assures open communication where information and ideas can flow in all directions. Meetings, feedback sessions, and transparent communication are crucial elements of its participative leadership style.

Transparency: The bank is open about its operations and decision-making process, thereby building trust among its employees. Participation and collaboration are effective only in the presence of such trust.

#### *4. Collaboration and Teamwork:*

Collaborative Culture: Brac Bank emphasizes teamwork and collaboration. As a result, at the workplace, group efforts are considered more than individual accomplishments. Such collaborative culture perfectly fits into participative leadership, where collaboration increases cooperation and synergy among workers.

Inter-departmental Coordination: The participative leadership style also enhances inter-departmental coordination. It helps in working out the relationship between departments and ensures that they work towards common objectives and goals effectively.

### **2.3.2 Achieving Goals and Objectives**

*Innovation and Problem-Solving:* The participative and democratic leadership style of Brac Bank enhances innovation. Using the collective knowledge and imagination of the workforces, the bank can devise creative financial products and services that meet customer expectations and demand.

*Employee Satisfaction and Retention:* Involving the workers in decision-making increases their job satisfaction and reduces turnover rates. Satisfied and motivated workers are committed to the goals of the bank, which implies greater productivity and customer service.

Adaptability and agility Through a participative leadership style, the bank becomes more agile and adaptable. Where employees are valued and feel significant, the bank can change easily in response to market, regulatory, and customer changes.

*Organizational Culture:* Brac Bank builds a strong organizational culture based on the principles of participation and democracy. Mutual respect, trust, and collaboration are the building blocks of the culture, due to which the bank will achieve its current goal and will ensure sustainability and resilience in the long term.

### **2.3.3 Critical Analysis**

Although the democratic and participative leadership style of Brac Bank has numerous advantages, it also faces the following challenges:

*Slower Decision-Making Process:* When multiple stakeholders are involved in the decision-making process, it will slow down the process. In a rapidly changing financial environment, this could be a disadvantage.

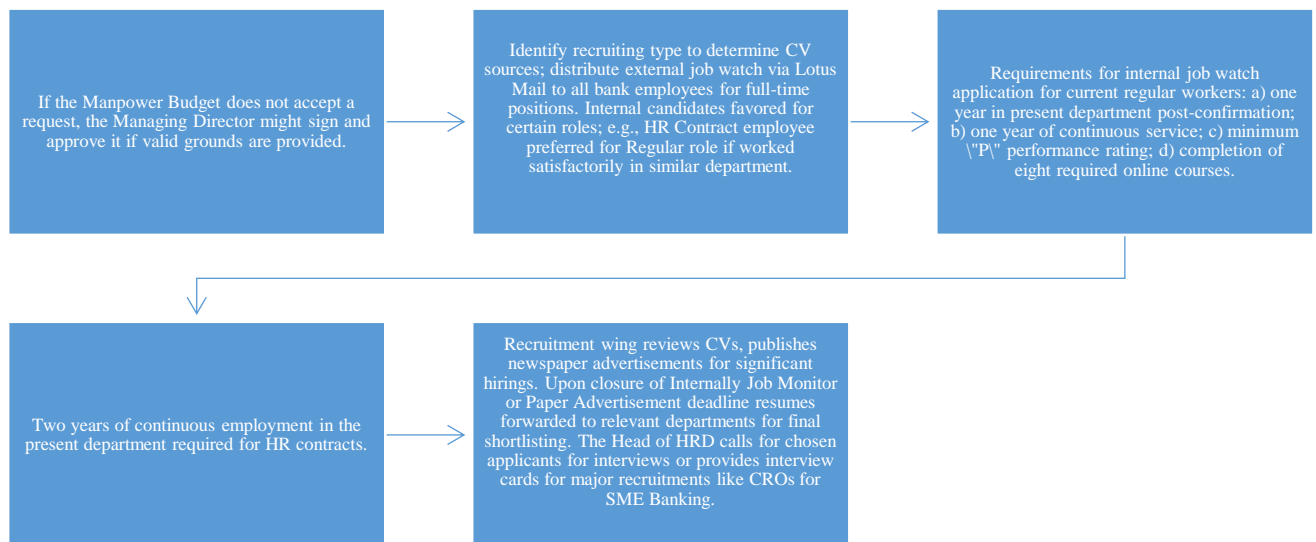
*Consistent Implementation:* Ensuring that participative principles are implemented consistently at all levels and departments throughout the organization is challenging. Variations in leadership practices can cause differences in the experience of employees and the performance of the organization.

In view of these challenges, participative and democratic leadership are the most basic leadership style Brac Bank follows to achieve the same. It will help the bank to nurture innovation, improve employee satisfaction, and develop a strong organizational culture. But, on the other hand, the bank has to take into consideration that too much inclusiveness does not affect the decision-making process. Continuously improving its leadership practice will keep Brac Bank ahead of all others and ensure sustainable growth in this dynamic financial sector.

#### **2.3.4. Recruitment**

In BRAC Bank Limited, the recruitment process is the most critical process of selecting the right manpower to help achieve the bank goals. The Human Resources division receives resumes, job applications and requests for internships both in paper and electronic form. The division maintains computer and paper databases with updates regularly. The recruiting officer manages the resumes so that quick shortlisting is possible when hiring is required. Respective applicants are contacted for interviews. In the case of larger applicant pools, letters of invitation are sent. Coordination among departments is established for arranging interview times. Interview panels generally consist of HR and department heads. Interview Score Sheets help in the final selection of candidates. Appointed candidates receive appointment letters. New hires complete paperwork and receive joining dates, as necessary. Written exams are arranged if necessary. Orientation or training schedules are managed by the recruitment official in coordination with other departments. BRAC Bank also provides opportunities for internships. Manpower recruitment officers determine whether student majors fit with the given department. Recruitment officials favor student applicants whose majors fit with the available departments. Preference is given to the student applicants who have been interns before.

A recruitment process includes the following steps:



*Figure 1: Recruiting Process*

### 2.3.5 Policy of the Recruitments

- HR contract and outsourced personnel are appointed by the Head of the Human Resource Division.
- The interview panel includes the HRD Head, the Head of the Supporting Department, and the Head of the Department for the post.
- Employees who have been with BRAC Bank for more than two years can apply for internal job listings with the recommendation of their reporting supervisor.
- Newly hired employees are subject to a one-year probationary period if they have fewer than ten years of work experience, and a six-month probationary period if they have more than three years.



### **2.3.6. Rewards & Compensation:**

The BRAC bank is committed to a strategy of compensation that is fair, competitive, and flexible. The Board periodically reviews and updates this policy based on recommendations from the Managing Director and Management Committee, with the final approval resting with the Board. This compensation policy applies to all permanent employees. Salary information is confidential between the management and the affected personnel, and the wage ranges for the job grades are periodically reviewed. HR outsourcing and temporary employees do not receive a job grade and are paid a single combined payment each month, with no additional benefits except for commission based on job requirements.

**Basic Pay:** In compliance with job grades and the Managing Director's advice, the Board establishes Basic Salary Ranges (BSRs). The Board assesses the BSR at least every two to three years.

**Rent allowance:** Employees are entitled to a rent allowance at rates and under guidelines that are periodically determined by the Competent Authority.

**Medical allowance:** Medical allowance may be granted based on job grade and circumstances as determined by the Competent Authority.

**Festival Bonus:** All confirmed and regular employees receive two annual bonuses. Employees of various religions are given two bonus periods: one during Eid-UI-Fitr and another during Eid-UI-Azha, which is reserved for Muslims. The Payment, Pay, and Benefits department also manages a performance bonus plan. However, the MANCOM reserves the final decision on assessment.

In addition to the aforementioned benefits, the bank maintains an employee security and welfare fund, a provident fund structure, a gratuity system, and a group hospitalization insurance policy. Regular and confirmed employees can qualify for auto and home construction

financing. Allowances are only available to regular or confirmed staff, while those above the grade of Senior Principal Officer (SPO) are only eligible for automobile allowances.

**Performance Bonus:** Based on the Bank's profitability, the Supervisory Board of Directors may award a specific percentage of pre-tax earnings as a performance bonus. The contribution will be measured based on performance Matters. Performance matters for this purpose must be based on management-established criteria that are periodically modified. The distribution mechanism will be decided by management, and the performance bonus will be 3% of net profit after taxes. Employees who are evaluated as mediocre or unacceptable will not be entitled to a bonus. Following a grading exercise, the MANCOM will conduct the Final Evaluation for the bank as a whole to guarantee that an agreement is reached.

**Leave Fare assistance:** For all Bank permanent workers who have been employed by the organization for a minimum of one year, this is a one-time grant. Bangladesh Bank's policy requires all permanent employees to take 15 days of imposed leave at once. LFA would be issued throughout the leave time to guarantee that everyone took it. The LFA was adopted by the Board at its 92nd meeting. BRAC Bank offers vacation Fare Assistance to ensure that its employees take the full 15 days of their enforced vacation at once. This will undoubtedly increase employee happiness and make it more competitive with other firms in the sector.

**Telephone policy:** Employees designated AVP and higher are permitted to use mobile phone sets (T&T incoming, outgoing, and SME connection) at all sites. Bank workers below the rank of AVP are required to purchase a post-paid mobile phone on their own account to meet departmental requirements. They are also given a cap based on the level of their work capability. All others, save SME, must obtain departmental or divisional head permission for the monthly bill before submitting it for payment distribution. Other individuals may utilize a bank's mobile services, provided prior approval is obtained from the proper authority.

**Security Fund:** The Security Fund involves financial benefit given to the nominees, dependents, or heirs left behind by regular employees who die or become permanently disabled. The benefit is provided for regular confirmed employees only and is fully funded by the bank. The bank deducts Taka 5.00 in every thousands of the last basic wage from each eligible employee and then runs an account in the name of a liability account in the bank.

**Provident Fund:** Under the Provident Fund, the employee contributes 10% of the basic wage, and the BRAC Bank Limited contributes the same amount. The fund is managed by a body of trustees who are appointed by the COO for a three-year term. This body of trustees invests and manages the fund under firm regulations to protect it from undue risks. Monthly contributions by employees are invested in investment accounts, with the bank, while matching those monthly contributions, also generating interest, which is credited to all members on the first of January and July each year. The employee may withdraw the total accumulations based on the contribution and interest generated upon retirement or when moving to another organization based on the period one has been a member.

**Promotion Pattern:** At BRAC Bank, the promotion is a continuing activity aimed at recognizing distinguished performance in work and motivating employees to excel in their work. There are two types of promotion, that is, regular promotion and special promotion. Regular promotion is granted on a continuous and cumulative record of an employee's performance through an evaluation form and a departmental approval of the comments. This evaluation form is then passed to the HRD Head for review and further checking by the Deputy Manager, the Managing President, and finally signed by the Managing Director. A successful promotion is then communicated to the employee in writing, and a pay increment is accorded to the employees based on the comment and remarks on the appraisal form.

**Training and Development:** There is a heavy emphasis by BRAC Bank on training and development programs for the employees. Along with a high-performance appraisal system, the programs ensure that the new entrants start being well equipped to add value to the bank. Training programs are designed in a way so as to get the employees working in line with the goals and objectives to create a skilled and motivated workforce.

## **2.4 Marketing Practices**

The marketing effort of BRAC Bank Limited is targeted at customer needs, innovative financial solutions, and involvement in community development. This helps keep the bank competitive while enlarging its customer base. BRAC Bank has a huge number of customer segments, from retail individuals to small and medium enterprises to huge big clients. The bank aims at providing different products and services for each group, responding to particular needs, and being a reliable and innovative financial partner.

The bank has been known to incorporate traditional and digital marketing approaches. It maintains 176 branches all over the country to assure its customers reach its services. A digital banking portal and mobile app assure maximum conveniences in digital banking. Over 500 ATMs assure its customers easy access to cash and any other bank transactions. An interactive social media page keeps the bank engaged with young, tech-savvy customers.

BRAC Bank remains competitive by always developing new products in the market. It always rolls out new features in banking and new loans for SMEs. Its competitive ways involve coming up with very attractive interests and serving customers in a personalized way. However, it uses technology to make sure that the experience of customers is enhanced. Branding activities of the bank see that it has a very positive brand image. It is because of consistency in branding, community programs, and strategic partnerships.

The bank's advertising and promotion methods also cover the conventional means, such as TV, radio, and newspapers, in addition to digital marketing sites like Facebook, Twitter, and LinkedIn. The bank implements normal promotional drives to introduce new products and schemes and customer acquisition and retention. Though the bank is quite robust in its marketing methods, it has to face several challenges at present. These include high competition, low digital literacy among some customers, as well as the necessity of obtaining and acting upon proper customer feedback.

As such, the marketing strategies of BRAC Bank are consumer-driven, involve leveraging digital channels, and are geared toward building a strong brand. By addressing current challenges, BRAC Bank can further strengthen its position as a leading bank in Bangladesh.

## **2.5 Financial Performance of BBPLC**

### **2.5.1 Financial performance**

BBPLC, one of Bangladesh's leading commercial banks, has demonstrated robust financial performance in recent years. The bank's strategy emphasizes sustainable growth, technological innovation, and expanding its reach to underbanked regions. Based on the company's financial performance, I have found out that the company is doing better than most of the other banking sectors in Bangladesh. My analysis shows that the company's liquidity has decreased significantly. This means it has less cash and assets it can quickly convert to cash compared to previous years 2021 and 2022. To handle short-term needs, the company must improve its ability to manage finances and access funds promptly. In terms of, Loan and advances from 2021 to 2023, BRAC Bank PLC has consistently grown its loan portfolio, driven by a strategic focus on expanding lending operations, expanding from BDT 322,135,188,439 in 2021 to BDT

520,287,630,605 in 2023, which led to the Bank to focus on advertising activities and portfolio management as well as the banking practices and financial inclusion of Bangladesh.

Besides, The company's net profit after tax improved from TK 4,652,600.294 in 2021 to TK 275,050,569 in 2023. This shows the company is doing better financially after accounting for all expenses and dividends. When a company has a higher net profit after tax, it means it's making more money after paying all its bills and taxes. This suggests the company is good at making revenue and is likely to continue performing well. Furthermore, the company has performed better in terms of ROA (Return on Assets) and ROE (Return on Equity) over the years. ROA represents the fact that more profit is being earned for each taka of assets possessed by the company. And a higher ROE demonstrates the fact that the company is making money off the shareholders' money. This means the company has been efficient with its resources, thus adding value to both the assets and the shareholders of the company.

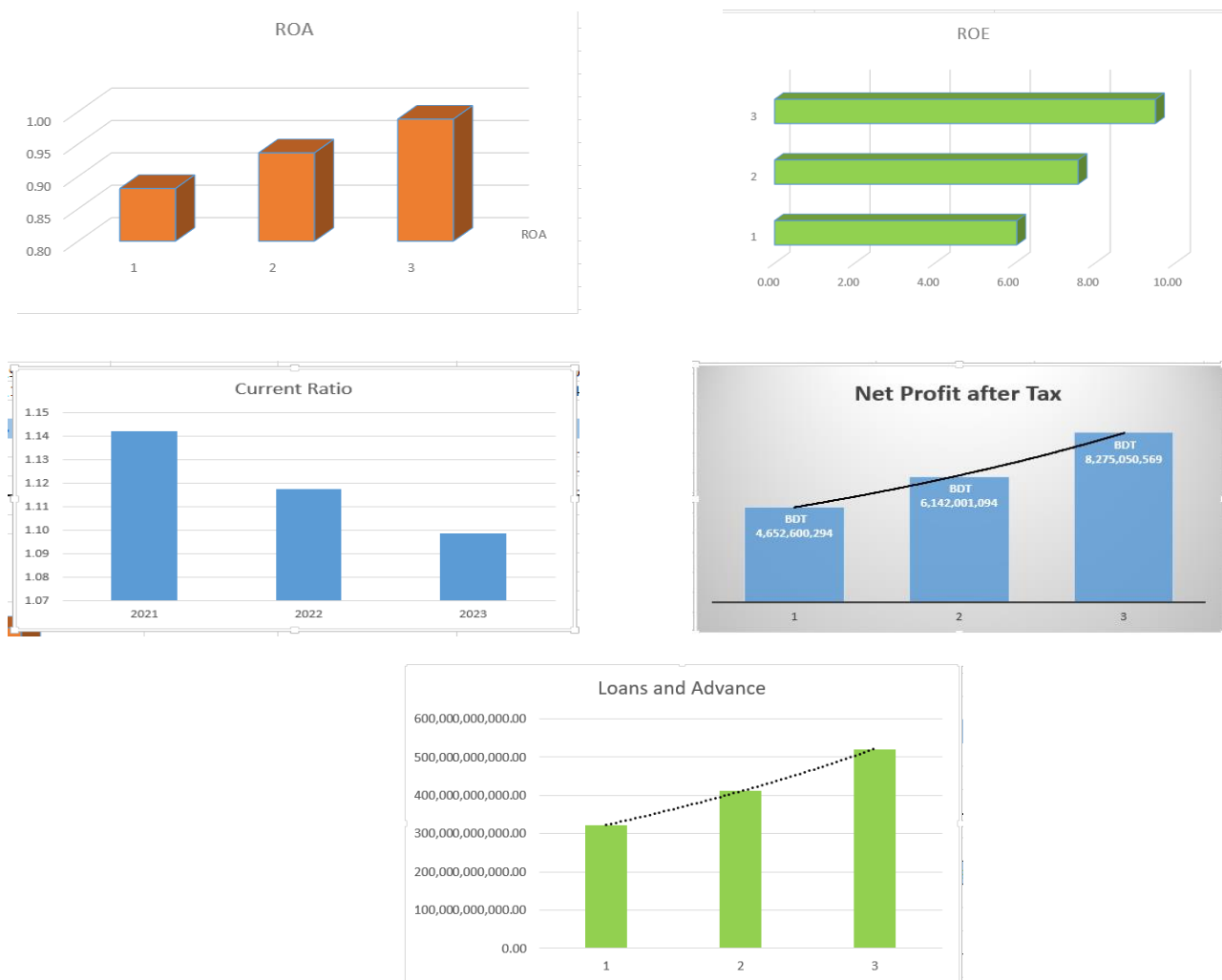


Figure 2: Financial Performance of BBPLC

### **2.5.2 Accounting Practices**

Brac Bank PLC is one of the key commercial banks in Bangladesh, which has reflected strong financial performance over the years. The bank focuses on achieving sustainable growth, technological advancements, and extending market share in underbanked regions. A review of the financial performance of the company indicates that it is outperforming most of the other banking sectors in Bangladesh. However, the liquidity position of the company has deteriorated to a great extent, reflecting low cash reserves and liquid cash compared to past years 2021 and 2022. To support immediate liquidity requirements, the company needs to enhance its financial management and prompt access to funds.

In that same period, the loan portfolio of Brac Bank PLC grew, consistently reporting from BDT 322,135,188,439 in 2021 to BDT 520,287,630,605 in 2023. This growth indicates the strategic focus of the bank in expanding the operations, leveraging the further advertising activities, portfolio management, and the deepening of financial inclusion. The improvement in the net profit after tax of the company, from TK 4,652,600,294 in 2021 to TK 275,050,569 in 2023, involves the improvement financially after accounting for all the expenses and dividends. When net profit after tax is increasing, it therefore denotes that the company is effective at generating revenue and is more likely to continue to perform better. In addition, the improvement in the ROA (Return on Assets) and ROE (Return on Equity) parameters means that Brac Bank is able to earn more profit for every taka of assets it holds and is efficiently able to use the shareholders' money, creating value for the assets and shareholders.

For accounting practices, Brac Bank PLC adheres to certain core accounting principles such as consistency, relevance, reliability, and comparability as per the International Financial Reporting Standards (IFRS), which Bangladesh has adopted. The basis of accounting adopted by the bank is the accrual concept, which implies that the bank recognizes revenues and expenses when they are earned and incurred, respectively. The accounting cycle carried out by

the bank comprises steps like identification of transactions and events, recording of transactions and events, posting entries in the general ledger, preparing trial balances, making adjustments, and preparing financial statements. The straight-line method, which recognizes a uniform depreciation amount for each year of the asset's useful life, is used for depreciating fixed assets. Moreover, Brac Bank provides comprehensive financial disclosures related to the significant accounting policies, notes to the financial statement, risk management, corporate governance, and segment reporting. In this case, even though the financial status of the bank is impressive and the accounting policies are adhered to comprehensively, the sharp decline in the liquidity and net profit after tax during 2023 might indicate further investigative needs for sustainable growth and financial stability. In general, Brac Bank PLC indicates the tenacity of being transparent, effective management, and value creation for the stakeholders.

## **2.6 Operations Management and Information System Practices**

Brac Bank PLC is one of the most successful commercial banks in Bangladesh, which shows a strong use of information systems to support their daily operations and financial management. The data collected, stored, and processed by the bank come from different sources, such as customer transactions, loan portfolio, and financial records, among other sources. Databases store this data in order to produce reports, analyses, and insights from it, which is used to guide the bank in its decision-making process. Brac Bank PLC information systems are useful in providing the relevant data to shareholders such as management, employees, and clients through online portals, dashboards, and other lines of communication.

Similarly, Brac Bank PLC uses SQL Server, Oracle, Microsoft Office 365, or Google Workspace software in its normal operations, document handling, and collaboration processes. These information systems and software are integrated into the quality management process of



the bank to monitor and track various operations in the bank and implement continuous improvement processes. However, in contrast to the great financial performance and adherence to the comprehensive set of accounting principles, the key drivers have to be identified for the liquidity and net profit after tax of Brac Bank PLC experiencing a drastic fall in 2023. The bank will have to monitor its liquidity management rather closely and identify the root cause of the decline in liquidity and thereafter adopt strategies to pull itself up strongly to access funds at the right time to meet the short-term needs, in order to ensure sustainable growth.

## **2.7 Industry and Competitive Analysis**

### **2.7.1. Porter's Five Forces Analysis of Brac Bank PLC**

Porter's Five Forces analysis explains the competitive forces faced by an organization. In this case, the organization is Brac Bank, and the context is the banking sector in Bangladesh.

#### ***Threat of New Entrants***

Barriers to Entry: High

- **Regulatory Requirements:** The banking sector is highly regulated, and consequently, it is cumbersome for a new player to meet all the regulatory requirements.
- **Capital Requirements:** The setting up of a new bank involves high capital costs. Therefore, the threat of new entrants is automatically reduced.
- **Brand Loyalty:** Brac Bank enjoys strong brand equity and loyalty that is inbuilt over time. Therefore, it is difficult for new entrants to attract customers.
- **Economies of Scale:** There are economies of scale both in respect of operation and marketing for established banks such as Brac Bank, which new entrants are unable to achieve easily.

### ***Bargaining Power of Suppliers***

Moderate to Low

- ✚ Financial Resources: The main "suppliers" in the banking context are capital providers. Given the number of sources of funds, such as deposits, inter-bank loans, and capital markets, commercial banks do not face intense bargaining pressure.
- ✚ Talent Pool: Given the nature of the industry and the abundant availability of people with relevant skills, the bargaining power of individual employees or talent suppliers is low.

### ***Bargaining Power of Customers***

Moderate to High

- Customer Expectations: Customers are demanding better services, more competitive interest rates, and a more innovative solution in banking; therefore, the customers have higher bargaining power.
- Switching Costs: Digital banking reduces the cost of switching banks, giving customers higher bargaining power. However, brand loyalty and the range of services offered in a bank might play a big role in this.

### ***Threat of Substitute Products or Services***

Moderate

- Alternative Financial Services: The emergence of non-bank financial institutions, fintech companies, and mobile banking solutions are providing alternative financial services. Therefore, there is a moderate threat to the traditional business of banks.
- Customer Convenience: With the convenience and innovative offerings by fintech companies, a portion of traditional bank customers is being lured.

## ***Industry Rivalry***

High

- **Competition:** The Bangladeshi banking industry is highly competitive, given the many established players like Dutch-Bangla Bank, Prime Bank, and City Bank.
- **Market Saturation:** With high market saturation and many banks, the competitive intensity becomes high to grab the market share.
- **Innovation:** Constant innovation is required to keep pace with the rest, and therefore, for that, the organizations must perform; this again puts competitive pressure.

### **2.7.2 SWOT Analysis of Brac Bank PLC**

A SWOT analysis reveals the internal and external conditions affecting Brac Bank's competitiveness.

#### **Strengths**

- **Strong Brand Recognition:** Brac Bank is a strong brand with a good reputation in Bangladesh for reliability and customer service.
- **Wide Branch Network:** The large network of branches increases accessibility and reach for customers.
- **Innovative Products:** Offers a variety of innovative financial products and services that are market-segment specific.
- **Corporate Social Responsibility:** Stringent CSR activities, including support for SMEs, maintains a good reputation in the eyes of society.

## **Weaknesses**

- ✓ High Operational Costs: High operational costs to maintain an extensive branch network.
- ✓ Technological Integration: Presents problems integrating new technologies into existing systems.
- ✓ Customer Service Heterogeneity: Variability in the quality of customer service from branch to branch

## **Opportunities**

- Digital Banking: Increased adoption of digital banking will create opportunities to expand online and mobile banking services.
- Rural Market Expansion: There is a considerable opportunity to expand the business in rural areas where financial services are considered less
- Strategic Partnerships and Collaborations: Chances for strategic partnerships with fintech firms and other financial institutions to enhance the service offering.

## **Threats**

- ✓ Regulatory Changes: Changes in banking regulations always have an impact on the operation and profitability of the company.
- ✓ Economic Fluctuations: Changes in the economic conditions of Bangladesh create an impact on the borrowing and repaying patterns of customers.
- ✓ Cybersecurity Risks: Growing instances of cyber-attacks and frauds have raised the risk levels for banking operations.

### **2.7.3 Identifying Competitive Advantage**

#### **Common Strengths**

- ✓ Brand and Reputation: Brac Bank has a solid brand and reputation for being reliable and offering excellent customer service – its common strength as it relates to supporting customer retention and attracting new clients.
- ✓ Extensive Branch Network: It has a vast chain of branches, which implies offering services to a broad customer base.

#### **Imitable Strengths**

- Innovative Product Range: This may be imitated by other firms.
- CSR activities: CSR activities can be imitated by other competitors in trying to gain favor with the community.

#### **Distinctive Strengths**

- ✓ SME: The unique and distinctive strength of Brac Bank is maintaining intensive focus and support on SMEs, which offer specialized products and services to SMEs that other competitors are unable to match. The expertise and relationships developed in this sector are impossible to copy.
- ✓ Corporate Culture and Values: Strong corporate culture, through orientation for ethical banking and customer satisfaction, and community involvement as a strategic means are the order of the day.

To sum up, some of the distinctive strengths that Brac Bank has maintain the competitive position and edge over its rivals. The areas include focused attention on SMEs and a strong corporate culture that is hard for competitors to copy. The extensive branch network and strong brand recognition provide the bank with the necessary market position. However, it needs to

be in constant motion, innovating and adapting to changes in regulation and technology to maintain its competitiveness in the dynamic world of banking.

## **2.8 Conclusion**

In conclusion, Brac Bank PLC has shown a strong financial performance over the years and has continually outperformed many of its peers in Bangladesh. The bank's strategic focus on sustainable growth, technological advances, and the gaining of more market shares in underbanked regions has remained a critical contributor to its success. This is apparent from the significant rise in the loan portfolio from BDT 322,135,188,439 in 2021 to BDT 520,287,630,605 in 2023. Such a trajectory brings to light the bank's strategic moves in the expansion of operations, the leverage of advertising operations, effective portfolio management, and deepening its financial inclusivity. However, while some of these have been registered, the bank's liquidity position has taken a nosedive, among other indicators, regarding the decrease in cash reserve and liquid assets from previous years. These indicators are a source of concern in terms of liquidity, as it has a potential of causing severe risks to the bank regarding immediate financial stability.

Additionally, the precipitous drop in net profit after tax from TK 4,652,600,294 in 2021 to TK 275,050,569 in 2023 reveals some heavy underlying challenges. This is after the bank has proven to have the ability to garner revenue and create wealth to shareholders, as portrayed by the improvement in ROA and ROE ratios. These ratios are an indication that the bank has been making use of its assets effectively to earn profits and create value for shareholders, but that there are other issues such as operational or related to the market that are causing the suppression of profits. Brac Bank has shown a high application of core accounting principles that review the application of consistency, relevance, reliability, and comparability based on

International Financial Reporting Standards. The bank has also indulged in making vivid financial reporting disclosures on areas such as significant accounting policies, risk management, corporate social responsibility, and segment reporting to promote stakeholders' confidence and trust in its operations.

## **2.9 Recommendation**

- ✓ In response to the identified challenges and to strengthen its financial position, Brac Bank should enhance liquidity management strategies. It needs to hold sufficient cash and liquid assets to enable it to meet its short-term obligations and handle unexpected or contingent financial needs. Proper analysis is required to determine why a sharp decline in net profit after tax occurred in 2023. This can be done by reviewing the bank's vendor position, cost management, and revenue generation strategies so that a proper area of remediation can be identified. There is a significant requirement for the implementation of effective financial management practices so that it can promptly access the required funds. In this case, appropriate cash flow management is required, and the effectiveness of the debt collection process should also be improved, besides exploring new funding sources. These will help in managing the liquidity more effectively and supporting the short-term financial needs of the bank.
- ✓ Investment in advanced technological solutions can significantly help in streamlining the operations and reduces the cost-of-service delivery. Prompt investment in this area is also expected to help in improving liquidity and financial efficiency. With the rising trend of digital banking, it is high time that Brac Bank expanded its online and mobile banking services to cover more customers, especially the underbanked populations of the rural areas. Strategic partnerships and collaborations with other fintech firms and financial institutions will also help to improve its service delivery and enhance innovation to gain a competitive edge in the market.

- ✓ Another strategy can be to track changes in regulatory requirements and ensure that the bank remains in compliance. This will go a long way to avoid any unsustainable shocks on operations and profitability. The bank must keep pace with changes in banking regulations and adapt quickly to retain its competitive position. Strengthen the corporate governance mechanism to uphold transparency, accountability, and stakeholder confidence, which is the basis of long-term survival.
- ✓ Finally, Brac Bank should target long-term and sustainable growth by balancing between expansion efforts and prudent financial management and strategies pertaining to mitigating risk. This covers both growing its activities and ensuring that such growths are long-term financially feasible and sustainable. In Bangladesh, Brac Bank PLC may become a prominent bank by implementing all of these recommendations, which would further strengthen its financial stability, increase its profitability, and carry-on providing value to its stakeholders and shareholders.



# **Chapter 3: Project Part: The Impact of Financial Literacy Workshops on Customer Understanding of Banking Products and Services**

## **3.1 Introduction**

Understanding the products and services being offered by a banking institution is pertinent for a customer to take reasonable financial decisions leading towards financial well-being. Financial literacy becomes a key element of understanding the facility in order to understand and use different financial skills to its best advantage. BRAC Bank is a highly reputed banking institution that believes in making its customers well informed and aware of its financial operations. The bank offers financial literacy workshops to lessen the knowledge disparities between customers, enabling them to improve their financial choices.

Studies now have consistently found that the base rate of financial literacy affects the financial behaviors and outcomes of its citizens. For example, the Global Financial Literacy Excellence Center report shows that financial literacy is positively associated with the competent use of banking products and services (Lusardi & Mitchell, 2014). Therefore, financial literacy is no longer just a CSR venture for BRAC Bank, rather it's a strategic move towards having a more financially educated customer base.

They have been developed to include aspects such as; the nature of savings and checking accounts, the correct use of credit and loans, investment opportunities, and also e-banking services. These have been workshops aimed at deconstructing the complication connected to the term Banking and correlating such concepts to the practicality within the customers life. It was argued that the educational programs will increase borrowing decisions, saving rates and credit management practices (Collins & O'Rourke, 2010).

This study, therefore, tries to evaluate the impact of financial literacy workshops conducted by the BRAC Bank on the customers' understanding of the bank's financial products and services. It will provide insight into the way financial education can enhance customer engagement and satisfaction with banking services.

### **3.2 Background/Literature Review**

Financial literacy is one of the ways one can become responsible for his or her finances, although many have little or no financial knowledge, which leads to poor outcomes and economic vulnerability. Existing literature shows that financial literacy allows one to effectively make informed decisions, thereby saving and planning for the future (Lusardi & Mitchell, 2014). BRAC Bank offers financial literacy workshops as part of enhancing literacy among the general populace. The purpose of this workshop is to enlighten the customer on topics dealing with finances such as saving, credit, investments, and digital banking so that they can make informed choices. Because emerging evidence has supported the impact of such workshops and educational interventions associated with noticeable improvements in financial behavior, it is necessary to look closer at such impacts, right from the financial institution to the customer (Collins & O'Rourke, 2010). Thus, for a financial institution like BRAC Bank, the inculcation of financial literacy cannot be overemphasized, especially in this drive to ensure financial stability while also enhancing individual economic empowerment and inclusion in the wider society.

### **3.3. Objective**

The primary goal of this study is to evaluate how BRAC Bank's financial literacy workshops affected the clients' comprehension of banking services and products. These are the particular goals that have set out:

- Determine the present financial literacy of BRAC Bank clients before allowing them to attend training on the subject.
- Evaluate the impact of financial literacy training on improving clients' understanding of fundamental banking principles and BRAC Bank services.
- Assess how well attending financial literacy seminars affects clients' capacity to choose wisely among bank goods and services.
- Evaluation of client's long term knowledge Retention as well as the ability to put to practical use financial knowledge gained from financial literacy workshops to enhance their banking experience at BRAC bank.

### **3.4 Significance**

For individuals to have an understanding of how to go through this complex financial world and decide wisely on their money issues as well as into the future starts with self-knowledge about their money sense which is termed 'Financial literacy.' However, ignorant masses find themselves cornering the job market with too many loans not worth it because they are not self-aware about their personal conditions and end up being conned while others get less banking opportunities because of the same reason. Consequently, BRAC Bank has started organizing programs that would help its clients in understanding what kind of services/ products they offer which will help them navigate through. The second objective is to gauge the effectiveness of the workshops in enhancing customers' understanding of banking concepts, with the potential to be replicated in other organizations. The third seeks to assess the decision-making skills of customers as influenced by the workshops with respect to building trust and loyalty. Lastly, long-term assessment on knowledge retention paves the way for future educational initiatives and enhances their effectiveness. In summary, for BRAC Bank, the assessment of the

workshops will provide an opportunity to gauge, fine-tune, and tailor its education programs toward an eventual financial inclusion, empowerment, and resilience for the customers and the communities it serves.

### **3.5 Methodology**

The data for creating a comprehensive report on Brac Bank PLC was collected from primary as well as secondary data sources. Primary data has been gathered through various methods. While performing my internship, I continuously observed the working and flow to realize the day-to-day operations. My supervisor provided me with detailed information, which was helpful in gaining insight into certain functions and strategic implementations. Interaction with internal staff members enabled me to realize their organizational culture, satisfaction with their jobs, and modes of communication. Furthermore, I conducted structured interviews with both closed- and open-ended questions to gather measurable data and in-depth perspectives of the employees.

Secondary data collection involved thorough research, which was mainly intended to offer a broader contextual setting to support the primary data. I reviewed the official website of Brac Bank and the portals dedicated to the industry to understand their mission, vision, and its history of performance. From a study of the websites of the competitors, the competitive scenario became clearer. Different industry guides, along with a large number of the descriptive articles on the banking sector, were studied to have an understanding of the trends, the regulatory environments, and the best practices. And analyzing various publications about the financial services sector. This combination of direct observations and established sources ensured a well-rounded and informative analysis of Brac Bank's competitive environment, internal strengths, and strategic positioning.

## **3.6 Findings and Analysis**

### **3.6.1 BRAC Bank Financial Literacy Workshop Curriculum:**

The Financial Literacy Workshop is designed to equip participants with an in-depth understanding of basic financial concepts and banking products. The curriculum is designed for a mixed group of participants, ranging from first-time bank users, small business owners, and persons who have experience but wish to improve upon their financial management skills. This encompasses basic banking services, budgeting and saving, credit and loans, investment options, and digital banking. All workshops are interactive and practical and aim to offer participants hands-on experience and real-life scenarios toward improving financial decision-making.

The critical analysis of the curriculum of the financial literacy workshop offered by the bank indicates that it is strategic in practical application and accessibility. Organized inclusively, the workshops have content for levels with variable literacy. The programs are delivered through multiple channels, including in-person sessions, online modules, and mobile app tutorials. This multi-channel approach ensures that financial education is accessible to a broad segment of the population, aligning with Brac Bank's commitment to financial inclusion (Financial Literacy Program, n.d.).

The most notable emphasis of the curriculum is in the realm of digital banking. In the age when banking is getting increasingly digitized, education for customers about using digital features and utilities is of paramount importance to Brac Bank. This includes training on using mobile banking apps, internet banking, and practices on cyber security to protect the personal information of customers. Such training is supposed to be very important in the era when digital literacy is to be classified as a part of financial literacy, making sure that in all ways, the customer handles their finances online safely and efficiently (Financial Literacy Program, n.d.).

Evaluations of the workshop's impact have yielded favorable results. Respondents say that they have gained a remarkable sense of confidence and competence when they begin to undertake finance-related activities — from creating a budget to selecting the most suitable bank products. It also led to greater financial activation as customers are more prone to opening savings accounts, using credit in a responsible manner, and even considering investments

(Financial Literacy Program, n.d.).

In essence, the curriculum of the financial literacy workshop at Brac Bank is a great tool not only for creating the awareness of the participants but also for preparing them to be more involved in the banking service. Financial education in the most accessible manner is being provided by the Brac Bank, which is creating a more financially literate and empowered customer base that is certainly important for the cause of individual financial stability as well as broad economic growth.

### **3.6.2 Customer Engagement Strategies during BRAC Bank Workshops:**

Customer engagement is a key factor in the success of Brac Bank PLC's financial literacy workshops. If engagement strategies are efficiently employed, it will ensure that the participants do not only pay attention but participate in the learning process leading to high retention and application of the financial concepts from the workshop by the participants. Brac Bank has used several innovative strategies to achieve maximum customer engagement in these workshops.

#### **Interactive Learning Strategies**

Brac Bank uses interactive learning methods in its workshops. The Bank incorporates case studies, group discussions, and role plays, and hands-on that reflects the practices of their day-to-day financial situations. This boosts the involvement of participants and allows them to practice the skills learnt in the workshop. Research indicates that interactivity may be at an

optimal level in increasing the level of attention and recall by 70% compared to traditional lecture-based learning (Bonwell & Eison, n.d.).

### **Customization**

The content of these workshops gets customized according to the demographic and financial literacy levels of the participants. This ensures that the information resonates with the audience, and this, in turn, motivates interest; hence they stick around to derive value. For example, in a workshop involving small business owners, the content could revolve around business loans and cash flow management; with younger adults, the content could revolve around budgeting and saving. (Financial Literacy Program, n.d.).

### **Technology**

The fourth strategy is the use of technology in the workshops. Brac Bank PLC uses digital tools like interactive presentations, online quizzes, and planning apps to boost workshop learning. This makes the learning experience dynamic and interactive, especially for younger tech-savvy participants. Additionally, the use of mobile apps to learn about financial literacy will further allow participants to continue learning and practicing financial skills after the workshop. (Financial Literacy program. (n.d.).

### **Incentives and Gamification**

To further motivate participants, gamification techniques and incentives are put in place by Brac Bank. Gamification is the use of game-like elements; for example, points, badges, and leaderboards, to make the learning process more exciting. Participants may be entitled to rewards if they accomplish specific tasks or when they reach certain learning thresholds. These incentives not only increase engagement but also encourage participants to actively take part and complete the workshop (Deterding et al., 2011).

## **Feedback Mechanisms**

Feedback mechanisms have also been highly regarded by Brac Bank to ensure that this process of engagement never stops and that it leads to continuous learning. The participants were urged to give their feedback on the workshop topics, facilitation, and other experiences they had from the workshop. The feedback is acted upon to modify future workshop programs to make them more effective and exciting. In addition, the facilitators give real-time feedback during the sessions so that they can adjust their teaching methods and clarify topics accordingly to prevent areas of confusion from arising (Financial Literacy program. (n.d.).).

## **Follow-Up Support**

Engagement does not end after the workshop. Brac Bank has put in place follow-up support for participants through one-on-one consultations, online forums, and availing further materials like e-books and video tutorials. This constant support will, in turn, drive home what was learned in the workshops and enable them with the resources they need to complete their journey toward financial education. (Financial Literacy program. (n.d.).)

By these strategies, Brac Bank guarantees that its financial literacy workshops remain effective and impactful. Interaction learning methods, personalized content, usage of technology, incentives, feedback mechanisms, and follow-up support all add up to give a comprehensive and engaging educational experience that ensures more than just a basic understanding of banking products and services by the participants. These strategies help form a link of lasting relationship between Brac Bank and its customers, hence making their customers more financially literate and included.



### **3.6.3 Post-Workshop Evaluation and Feedback Mechanisms at BRAC Bank:**

At Brac Bank PLC, there is a proper set of mechanisms that ensure post-workshop evaluation and feedback to gauge the effectiveness and make improvements in its financial literacy workshops. The mechanisms are designed to acquire detailed insights into the effectiveness of the workshops, the satisfaction of the participants, and the practical outcomes achieved. The following is an analysis of those mechanisms and the effect they have.

#### **Responses from the participants**

Brac Bank carries out participant feedback through a survey at the end of every workshop. A mixed-method is used to come up with the questions, which should be both quantitative and qualitative. The survey will include Likert-scale items aimed at finding out the satisfaction of the participants in different workshop areas. This can be the clarity of content, effectiveness of facilitators, and relevance of the topics discussed. There are also open-ended questions to further give more comments and suggestions. This ensures a thorough understanding of the participant's experience.

#### **Focus Group Discussions**

Brac Bank carries out in-depth focus group discussions with selected participants to gain a deeper understanding of participant experiences in the workshop sessions. Focus group discussions facilitate open dialogue and exploration of participant feedback in a more nuanced manner. Focus groups help identify specific issues and ideas, which may not be elicited by survey responses. Qualitative data is critical in understanding the context behind participant feedback and in identifying particular areas of improvement.

## **Performance metrics**

Brac Bank tracks down a number of performance metrics to establish the actual impact of the workshops. First, it does track down pre- and post-workshop assessments that measure the knowledge gained. Second, it measures the financial behavior that includes; number of new accounts, increased savings, and responsible credit use among the participants. It is on this basis that it tracks the performance that it may gain from the effectiveness of the workshops on its financial literacy program.

## **Real-time Feedbacks**

During the workshops, instant polls, interactive Q&A sessions, and feedback forms are used as real-time feedback tools that gauge the level of understanding and interest of the participants. This immediate feedback enables facilitators to adapt their teaching methods on-the-fly, ensuring the participants' engagement and addressing any confusion. It also facilitates a more interactive and responsive learning experience (Financial Literacy program. (n.d.)).

## **Post-Workshop Follow-Up**

The engagement with the participants is never put at risk at the Brac Bank, and they do not just cut loose once the workshop is over. It sends more learning materials, such as e-books and video tutorials. Still more important, it encourages access to online forums for sharing problems and experiences and asks for peer advice. It is in follow-up emails or phone calls where they check on progress and see if participants need any more help. This support is essential not just for participants but also in re-emphasizing the learning and allowing the participants to keep reaping the benefits of the workshop in the future (Financial Literacy program. (n.d.)).

## **Continuous Improvement**

As mentioned above, Brac Bank does collect feedback and data from these feedback methods and systematically analyzes it for the purpose of enhancing workshops to come in the future. At Brac Bank, the bank holds periodic review meetings at which facilitators and programme managers go through the feedback and identify areas that need improvement. This guarantees that the workshops are timely and adaptive to the changing needs and preferences of the participants (Financial Literacy program. (n.d.)).

The post-workshop evaluation and feedback mechanisms of Brac Bank are robust and multidimensional and allow the bank to continuously increase the quality and impact of financial literacy workshops. Using feedback from participant surveys, focus groups, performance metrics, and real-time feedback and post-workshop follow-up allows the bank to collect and apply feedback effectively to improve the educational initiatives. All these not only improve participant satisfaction and learning outcomes but also enhance Brac Bank's commitment to financial literacy and inclusion.

### **3.6.4 Long-term Impact of BRAC Bank Financial Literacy Workshops:**

Long-term impacts of the Brac Bank PLC's financial literacy workshops reach far beyond mere knowledge gains by the participants. These workshops make substantive long-term changes in the behaviors of participants toward personal finance, develop participants' decision-making skills, and contribute to broader financial inclusion as well as financial stability. Brac Bank's financial literacy interventions provide long-term benefits for an individual, family, and community through a comprehensive as well as a sustained approach.

### **Improved Financial Decision-Making**

One of the key long-term impacts of Brac Bank's financial literacy workshops is improved financial decision-making by the participants. Workshops provide tools and knowledge to make informed financial choices, which in turn would create an impact on proper money management in terms of budgeting, saving, borrowing, and investing. According to Lusardi and Mitchell, it has been established that financial education programs do significantly improve financial decision-making and reduce the likelihood of suboptimal financial behaviors. (Lusardi & Mitchell, 2014). Participants of Brac Bank's training are reported to have increased confidence in their financial decisions and better understanding of complicated financial products (Financial Literacy program. (n.d.)).

### **Enhanced Financial Inclusion**

Brac Bank's financial literacy workshops are an important tool for financial inclusion. As these workshops target underserved populations, including low-income households and rural communities, they include residents in the formal financial system. This, in turn, helps participants access fundamental financial products such as savings accounts, credit facilities, as well as insurance policies. Greater financial inclusion leads to broader economic participation and stability, as financially capable people are in a better position to exploit these services effectively (Financial Literacy program. (n.d.)).

### **Sustainable Financial Behaviors**

The workshops instill in the participants sustainable financial behaviors. The behaviors include saving consistently, borrowing prudently, and being careful about spending. These are factors that contribute to one's long-run financial health and resilience. It has been documented that financial education is one of the programs that result in long-lasting changes in financial behavior, such as higher savings rates and better debt management (APA PsycNet, n.d.). Brac

Bank's workshops advocate that participants adapt to these sustainable behaviors that can lead them to a more secure financial future (Financial Literacy program. (n.d.)).

### **Empowerment and Confidence**

Financial literacy is a powerful tool for empowerment. Brac Bank's workshops empower participants because they demystify financial products and services. They take charge of their financial future. This empowerment is most significant for marginalized groups, such as women and low-income individuals, who can face additional barriers to financial inclusion. Empowerment results in more active engagement in financial institutions, seeking financial advice, and advocating for their financial interests. This results in better socio-economic outcomes over time. (Financial Literacy program. (n.d.)).

### **Community and Family Impact**

There is not only a direct impact on those who attend the workshops. Educated family members share information with their family members, thus spreading the impacts brought about by the workshops. Financially literate people will act as role models and encourage a culture that emulates sound financial decisions. This spreads and leads to improved economic performance and stability (Financial Literacy program. (n.d.)).

### **Evaluation and Continuous Improvement**

Brac Bank constantly monitors the long-term impact of its financial literacy workshops. Such evaluation may involve the tracking of changes in the behavior and outcomes of the participants over time. The information is critical as it helps in remodeling the curriculum and teaching methods to ensure relevance and effectiveness in the workshops. In this way, through continuous improvement, Brac Bank can adapt programs to changing participants' needs and changing financial landscapes (Financial Literacy program. (n.d.)).

The long-term impact of Brac Bank's financial literacy workshops is great and multi-pronged. These workshops improve financial decision-making; enhance financial inclusion, sustainable financial behavior, and empowerment; and contribute greatly to the financial well-being of workshop participants. The positive effects extend to families and communities, fostering wider economic stability and inclusion. Brac Bank is committed to long-term evaluation and improvement so that these benefits continue to increase, making financial literacy a cornerstone to the rest of its mission to build a more financially inclusive society.

### **3.7 Summary and Conclusions**

Financial literacy workshops are provided to Brac Bank PLC's customer base. The workshops are meant to educate the customer on financial literacy, budgeting, saving, loans, investment, digital banking, among others. The workshops are user-friendly and can be reached through physical presentation, online, and apps. The workshops build practical skills and digital literacy. By making the workshops hands-on and digital, it also boosts customers' confidence and participation in services.

Brac Bank ensures the engagement of the participants through the use of interactive activities, customized content, technology, games, and rewards. They collect real-time feedback and support follow-up. Feedbacks are also taken from surveys, focus groups, and performance tracking, which would improve workshops continuously.

The sustainability plan will address the demonstrated benefits of Brac Bank PLC to ensure they grow in the future. Financial literacy workshops are a stepping stone for Brac Bank PLC in trying to ensure that higher levels of financial literacy and inclusion are realized. Through a knowledge-based curriculum, engaging methodologies, and solid evaluation techniques, the workshop will ensure participants gain much-needed financial skills and knowledge. Benefits

accruing from this will mainly be in optimal channeling of financial decisions, sustainable financial habits, and increasing financial inclusions that will help the individual people, families, and communities in realizing greater economic stability. This is where the sustainable way of continuously improving Brac Bank is manifested.

### **3.8 Recommendations/Implications**

**Make Easily Accessible and Reachable:** Expand the financial literacy workshops to reach an expanded audience. This includes the development of additional workshops, the ability to reach more rural and underserved populations, and to make materials available in other languages

**Digital Literacy Training:** As digital banking shapes up to be the real thing, Brac Bank should also expand the range of digital literacy training. This would mean training rigorously how to use digital banking tools and cybersecurity practices so that the participants can maneuver in the digital financial environment safely.

**Enhanced Follow-Up Support:** There is a need to bolster follow-up support through regular checks, additional resources, and ongoing access to financial advisors. These can help to cement the learning and support the participants in the application of knowledge acquired.

**Leverage on Partnerships:** Several other organizations—NGOs, educational institutions, and government bodies—could be used to reach a more extensive audience and, at the same time, make its efforts more effective.

**Curriculum Continuously Changing:** The curriculum of the training must be continually updated based on the latest financial trends and challenges that are being encountered. The input and feedback of the participants and financial experts would be quite helpful in this respect.

**Measure Long-Term Impact:** Brac Bank should develop a system through which it can measure the long-term impact of its workshops more comprehensively. Track the financial behaviors of participants over a long period of time for future reference on the effectiveness of the workshops and areas of improvement.

Adherence to the recommendations can make the financial literacy workshops at Brac Bank more effective and positively impact individuals and communities.

Based on the study, the following are recommendations to BRAC Bank PLC. to improve the efficiency of the financial literacy workshops and to better serve their customers. Implications for policymakers, educators, and other stakeholders in enhancing financial literacy are also discussed.



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