BRAC University

MGT-699

Internship

A Report on

"Employee perception on training and development practices on Mercantile Bank Limited".

Submitted To:

Md. Tamzidul Islam

Assistant Professor

BRAC Business School

Submitted By:

FarjanaKhanam

ID: 13264053

Masters of Business Administration (MBA)

BRAC University

Date of Submission: May 12, 2016

Letter of Transmittal

May 12, 2016

Md. Tamzidul Islam

Assistant Professor

BRAC Business School

Subject: Application for submitting the report on "Employee Perception on Training and Development Practices on Mercantile Bank Limited".

Dear Sir,

I beg most respectfully to state that, for the fulfillment of the course requirement, I have prepared a report on "Employee perception on training and development practices on Mercantile Bank Limited".

I have written this report based on my exposure in Mercantile Bank Ltd based on data get from questionnaire. It is a great pleasure for me to present you this report. I shall be glad if the report can serve its purpose and I am ready to explain anything to you if you feel necessary.

Thanking You,

Sincerely Yours,

…………………..

FarjanaKhanam

ID-13264053

Masters of Business Administration (MBA)

BRAC University

Acknowledgement

First, I would like to express my gratitude to almighty ALLAH to give me the strength to complete the report within the stipulated time.

I am deeply indebted to my Academic SupervisorMD. Tamzidul Islam for his whole-hearted supervision. His suggestions and comments were really a great source of spirit to make the report a good one.

My sincere gratitude goes to Mr. Mushfiqur Rahman, Assistant Vice President, of International Airport Road Branch of Mercantile Bank Ltd. for his cordial attitude and helping hand guides. In addition, I would thank Mercantile Bank Ltd for giving me the opportunity to work with them. And also for providing me useful information and knowledge needed for my internship.

Table of Contents

Executive Summary

The Organization to be studied for my internship project is Mercantile Bank Limited (MBL). Banking system of Bangladesh has gone through three phases of development- Nationalization, Privatization and lastly Financial Sector Reform. I was appointed in Mercantile Bank Limited (MBL). At "International Airport Road Dhaka Branch" as an intern; I got the opportunity to get a closer view to the services provided by Mercantile Bank Limited (MBL).

During the long span of its operation, the bank had been widely acclaimed by the business community from small business to industrial conglomerates for forward looking business outlook and innovative financial solutions. The bank is gaining popularity due to its improved service, reliability, product variety, versatility and flexibility. Human Resource Management is a vital issue for any organization. By using Recruitment and selection process, Training and Development process any bank can improve their performance and also activity level. Employee can survive and they have the opportunity to overcome any obstacles.

The first chapter illustrates the Origin, Background and profile of the MBL in Bangladesh region. In addition to this a brief description regarding diversified products and services of MBL, values and core principles of business are given. Second chapter includes internship experience, duties and responsibilities I have performed within the organization.

The third chapter includes the literature review about training and development, objective of the report, methodology and how Mercantile Bank develop their human resource through training. This chapter also includes what types training and other facilities are given by the bank to increase the employee's knowledge and skills.

In the fourth chapter of this report includes the analysis of data , findings and recommendation and conclusion of the report .This chapter of this report also detects some specific problems observing the Training and Development Practice of MBL and also providing some recommendations in order to overcome the specified problems. If this bank takes necessary steps to overcome the problems, the overall performance of MBL and might improve further from the upcoming years.

Chapter 1

1. Introduction

Training and Development of is a part of Human Resource Management (HRM). It is a distinctive approach to manage people. People make a business function efficiently and yet they cause the greatest difficulties. Especially in the new information-based economy, people, not physical assets, are now critical. But people, unlike coalmines and factories, cannot be owned. Organizations therefore must create an environment that makes the best people want to stay.

In the current scenario, organizations operate in a very competitive global environment. The knowledge of all aspects of management is not only important but also very essential. One of the important areas of operation in management is Human Resource Management. Human Resources Management has mainly three functions, acquiring human resources, maintaining them, and developing them. HRM is resource centered which directs human resources and represents appropriate culture and climate for the employees in the organizations. Out of all assets in an organization, Human Resource is the most important and dominant which give companies edge over others. Thus, organizational management is buying commitment of employees by successfully implementing motivation policies and principles.In this regard, Training and Development can be the most important HRM function to treat people well and increase the competitive power for the organizations. Training refers to improving competencies needed today or very soon. In comparison, development refers to activities intended to improve competencies over a long period of time. Training and development, although different from their focus, are of course closely related to influence the individuals and firms. In this respect lots of authors have paid more attention on this issue.

1.1 Background of MBL

Mercantile Bank Ltd (MBL) was incorporated in Bangladesh as a Public Company, Limited by shares under the Companies Act 1994 as on May 20, 1999 and subsequently obtained Banking Operation License from Bangladesh Bank under the Bank Companies Act 1991 and commenced commercial operation on 02 June 1999 to provide efficient banking services and to contribute socio-economic development of the country. The bank has 109 branches and 3 SME service center. It has listed in the Stock Exchanges at Dhaka and Chittagong in 2003 and 2004 respectively.

The Founder of MBL is committed to make it a little more different and a bit special qualitatively. This bank has new vision to fulfill and a new goal to achieve. The bank has been manned with talented and experienced personnel equipped with most modern technology so as to make it most efficient to meet the needs of 21st century. The Head Office of the Bank situated at 61, Dilkusha commercial Area, Dhaka. The Board of Directors consists of eminent personalities from the realm of commerce and industries of the country.

The Bank provides a broad range of financial services to its customers and corporate clients. The Board of Directors being at the highest level of organizational structure plays an important role on the policy formulation. The Board of Directors is not directly concern with day-to-day operation of Bank. They had delegated their authority to the Managing Director and CEO to look after the day-to-day affairs of the Bank.

The Bank is running by an excellent management team under the direct supervision of a competent Board of Directors. The Board of Directors comprises total thirteen members, which is within the maximum limit as imposed by BPRD circular-12, dated April 26,2003of Bangladesh Bank, headed by the Chairman. Al-Haj Akram Hossain (Hmayun) is the present Chairman of the Board. The Managing Director (MD) and CEO head management team Kazi Masihur Rahman**is** the present Managing Director and CEO of MBL.

1.2 Mission

Efforts for expansion of MBL's activities at home and abroad by adding new dimensions to their banking services are being continued unabated. Alongside, they are also putting highest priority in ensuring transparency, account ability, improved clientele service as well as to their commitment to serve the society through which MBL want to get closer and closer to the people of all strata. Winning an everlasting seat in the hearts of the people as a caring companion in uplifting the national economic standard through continuous up gradation and diversification of their clientele services in line with national and international requirements is the desired goal MBL want to reach.

1.3 Vision

Ensuring highest standard of customers services through best application of latest information technology, making due contribution to the national economy and establishing themselves firmly at home and abroad as a front ranking bank of the country are MBL's cherished vision.
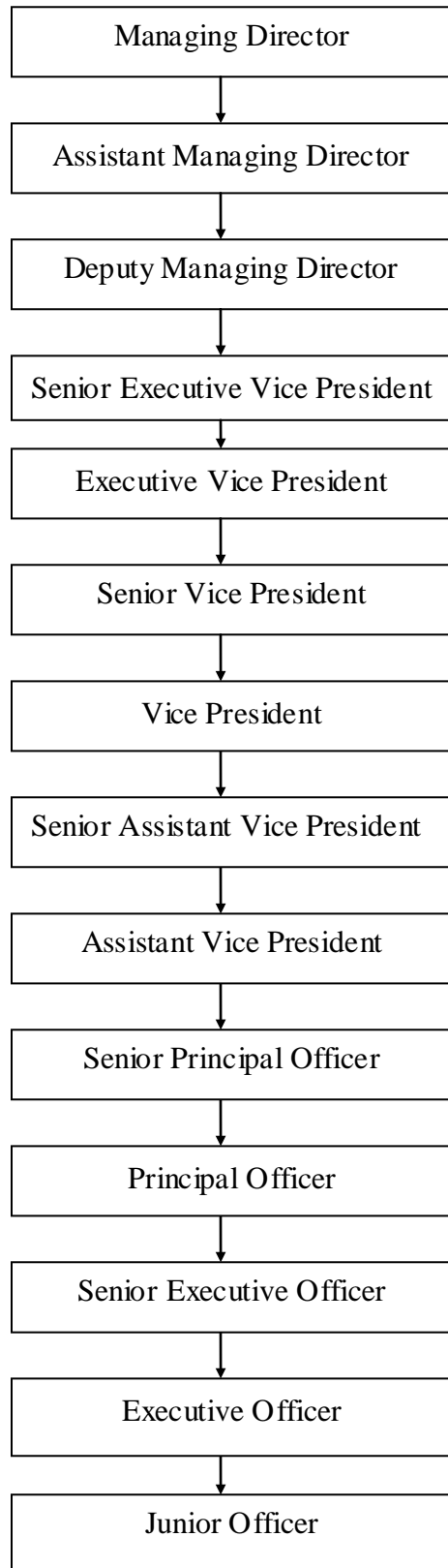
1.4 Strategic Objectives

MBL also has some strategic objectives which includes is to increase shareholders' value, to achieve economic value addition, to be market leader in product innovation and to provide better customer service customer service, to be one of the top three financial institutions in Bangladesh in terms of efficiency in banking sector, and also to be one of the top five financial institutions in Bangladesh in terms of market share in all significant market segments they serve.

1.5 Way Forward

MBL look forward to consolidate their position focusing on more emphasis on SME financing with the achievement of agriculture credit target. Give all out efforts to improve deposits mix by procuring low cost and no cost deposits , innovation of need based deposits and loans products and services , incorporate technology based advanced products and solutions and to hire and retain qualified human resources according to need of the Bank.

1.6 MBL Organogram

```
┌─────────────────────────────────┐
│        Managing Director        │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│   Assistant Managing Director   │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│    Deputy Managing Director     │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│ Senior Executive Vice President │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│    Executive Vice President     │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│      Senior Vice President      │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│         Vice President          │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│ Senior Assistant Vice President │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│     Assistant Vice President    │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│     Senior Principal Officer    │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│        Principal Officer        │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│    Senior Executive Officer     │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│        Executive Officer        │
└─────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────┐
│         Junior Officer          │
└─────────────────────────────────┘
```

1.7 MBL Service & Product

Structure of the Banking service:

Bank Service

General Banking

- Cash.
- Account.
- Remittance.
- Clearing House.
- Customer Service.

Credit/Advance

- Cash Credit (CC Hypo).
- Consumer Credit Scheme (CCS).
- Lease Financing.
- Term Loan.
- Security Over Draft (SOD).
- Staff Loan.
- Small & Medium Enterprise (SME).
- Personal Loan.
- Credit Card.
- Debit Card.

Foreign Exchange

- Import.
- Export.
- Remittance.
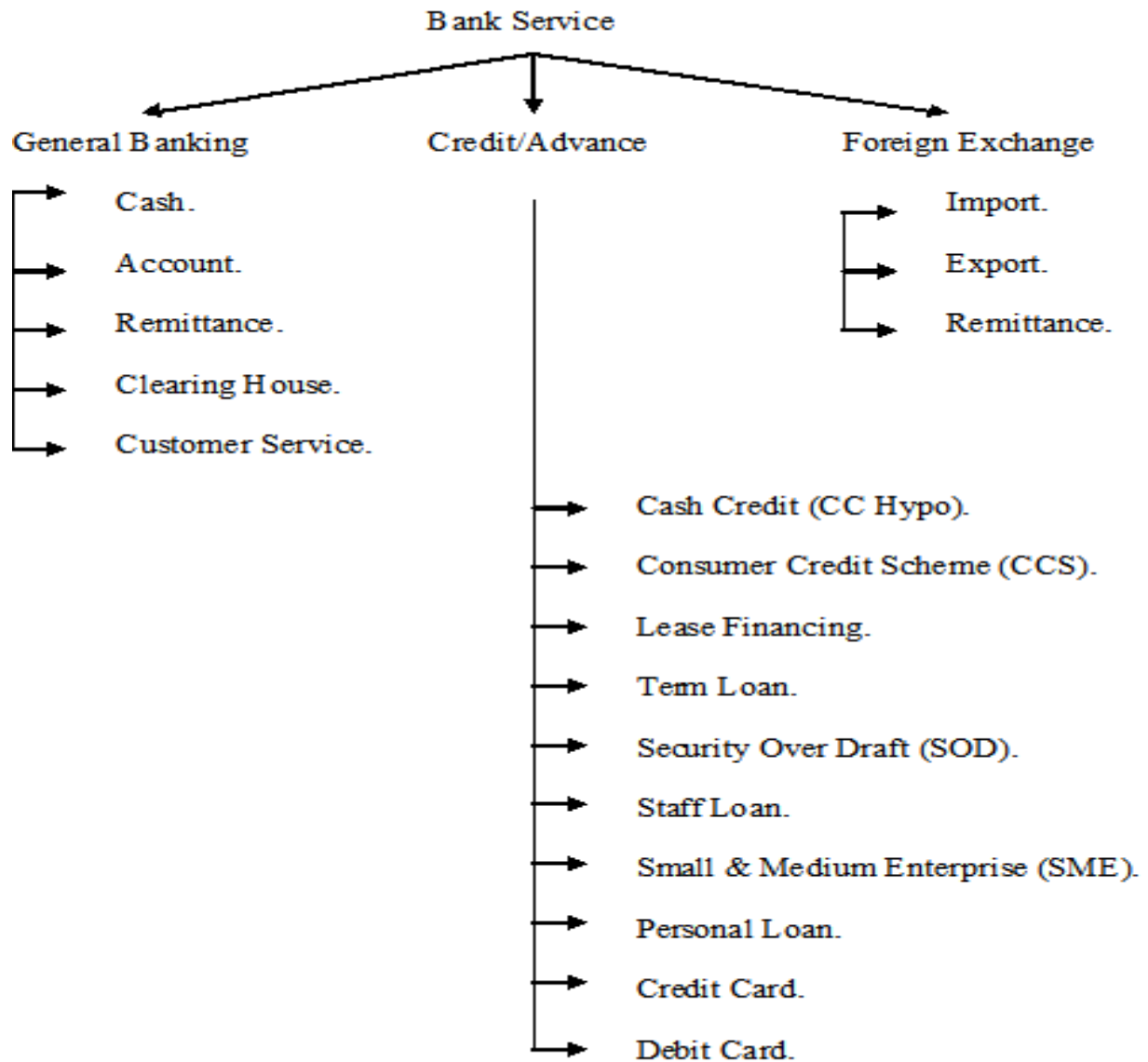
Chapter 2

2. Description of the job

I joined Mercantile Bank in International Airport road branch on 25th January 2016. On the day first I met with the AVP of the branch Mr. Mushfiqur Rahman to report my joining as an internee. He warmly received me and directed me to Assistant officer Nusrat Jahan who introduced me with the other employees of the branch. On the very first day I was placed in Account opening section and used the full day for understanding the job duties of this section.

Table:Account opening procedure

Step 1	The account should be properly introduced by Any one of the following: ✓ An existing Current Account holder of the Bank. ✓ Officials of the Bank not below the rank of an Assistant officer. ✓ A respectable person of the locality well known to the manager/Sub-Manager of the Branch concerned.
Step 2	Receiving filled up application in bank's prescribed form mentioning what type of account is desired to be opened.
Step 3	✓ The form is filled up by the applicant himself / herself. ✓ Two copies of passport size photographs from individual are taken; in case of firms photographs of all partners are taken. ✓ Applicants must submit required documents ✓ Application must sign specimen signature sheet and give mandate. ✓ Introducer's signature and accounts number - verified by legal officer.
Step 4	Authorized Officer accepts the application.
Step 5	Minimum balance is deposited - only cash is accepted.
Step 6	Account is opened and a Cheque book and pay-in-slip book is given.

2.1 Department where I work

Account opening was one of my task, where my jobs was to giving the information regarding new account opening, help the customer to fill up the account opening form, and input the

information into the account opening software. I have also communicate with clients over phone to inform them to collect their chequebook , debit card etc,.

2.2 Job Rotation

This report has been prepared on the basis of experience gathered during the period of internship. Within this period I visited four departments namely Account opening department, Deposit department, Accounts and Foreign Remittance Department, Clearing department. Firstly total duration was divided into total working days that came to a total working day of 3 months. But most of the time I spend in Account opening section and clearing section.

2.3 Cheque Book Issue:

In the accounts opening form, there is a page for chequebook requisition, which is signed by the accounts holder. The chequebook does not issue immediately after opening the account. When the authorized officer verifies the accounts holder demand for the chequebook, then his or her signature. And after the signature verification a chequebook is issue for the account holder. There are chequebooks for all types of accounts from 10 leaves to 50 leaves.

2.4 Clearing

Clearing House:

Mercantile Bank Limited is a Scheduled Bank. According to the Article 37(2) of Bangladesh Bank Order, 1972, the banks, which are the member of the clearinghouse, are called as Scheduled Banks. The Scheduled banks clear the cheque with other banks through the clearinghouse. The clearing cheque means the client of the bank deposit the cheques of other bank to their account. When the bank receives such cheque then the bank put a seal "received for Collection" on the voucher and also put a seal on the cheque on the left corner is called Crossing. These cheques are placed in the clearing house for pass or return. This is an arrangement by the central bank where every day the representative of the member banks gathers to clear the cheque. The place where the banks meet and settle their dues is called the Clearing-House. The Clearing-

House sits for two times in a working day. The morning shift is called 1st House and evening shift is called 2nd House.

Here I worked under the direction of Assistant officer GB (clearing) ShahanaAkter. She directed and monitored my every activity in clearing section. Here I had to do many things including:

Table:cheque clearing procedure

Step 1	The cheque should be others banks mentioned "A/C pay only" within crossed lines otherwise cheque holder can submit it to the cash section and took money directly.
Step2	Then have to check the date , title, amount in words, of the cheque and the deposit slip.
Step 3	I have to return a copy of deposit slip with received seal and signature of the receiver and
Step 4	Now I have to put branch seal on the cheque , it ensures that if the chequestolen or lost it can't present any other bank.
Step 5	Input the cheque through scanner on the cheque clearing software.

There are two types of cheque named High Value and Regular value. High valued cheque are those which amount are $>=$ 500,000 and Regular valued cheque are those which amount are <500,000. The charges for clearing high valued cheque and regular valued cheque are different. There have also a time line to send the cheques in clearing house. Every day high valued cheque should send within 11am and regular valued within 11:30 am. I have also worked with bounced cheque. Cheque could be bounced because of many reasons among them common reasons are; if fund is insufficient, if signature of the account holder not matched, if advice not given for $>=$100,000 tk etc.

Chapter 3

3. Literature review

Training and development is a subsystem of an organization that emanate from two independent yet interdependent words training and development. Training is often interpreted as the activity when an expert and learner work together to effectively transfer information from the expert to the learner (to enhance a learner's knowledge, attitudes or skills) so the learner can better perform a current task or job. Training activity is both focused upon, and evaluated against, the job that an individual currently holds (Learner R., 1986). On the other hand development is often viewed as a broad, ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance. This development often includes a wide variety of methods, e.g., orienting about a role, training in a wide variety of areas, ongoing training on the job, coaching, mentoring and forms of self-development. Some view development as a life-long goal and experience. Development focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate (Nadler Leonard, 1984).

Training and development ensures that randomness is reduced and learning or behavioral change takes place in structured format. In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development (Harrison Rosemary, 2005).

As the generator of new knowledge, employee training and development is placed within a broader strategic context of human resources management, i.e. global organizational management, as a planned staff education and development, both individual and group, with the goal to benefit both the organization and employees. To preserve its obtained positions and increase competitive advantage, the organization needs to be able to create new knowledge, and not only to rely solely on utilization of the existing .Thus, the continuous employee training and development has a significant role in the development of individual and organizational performance. The strategic procedure of employee training and development needs to encourage creativity, ensure inventiveness and shape the entire organizational knowledge that provides the organization with uniqueness and differentiates it from the others.

3.1Objectives of the study

The objectives of the study are

- To get an overview and analysis of "Employee perception on training and development practices on Mercantile Bank Limited".
- To focus the dimensions of training and developmentpolicies and practices;
- To find out training and development activities different level of employees.
- To find out in house training offered by mercantile bank.

3.2Methodology

The methodology of the study required data to be collected at first.

Data Sources

The study began with the collection of primary and secondary data.

Primary Data Collection

- Primary data was collected through informal interview. I have prepared a questionnaire and try to collect information from employees. I have also talked with them while working with them and learned many things.
- Verbal Interview
- face to face Discussion
- Sampling plan

Informal conversation with the different level of employees.

- Sampling unit

  International Airport Branch & Mercantile Bank Training Institute

- Sample size

  N= 15 employees

- Sampling technique

  Convenience or opportunity sampling

Secondary Data Collection

- Secondary sources are different articles, newspapers, magazines, Internet, annual report of Mercantile Bank Ltd., instruction circular of Head office and Brochures of the banks. Previous reports, seminar papers and so on.
- Articles
- Newspapers
- Magazines
- Internet
- Annual report of Mercantile bank.

3.3 Analysis of Data

It was done by asking the HR officials about their activities, ways of doing work, training manual, procedure, duration, and people related to this and other factors related to the study. Basing on this information gathered the whole report was prepared.

3.4 Limitations of the Study

Every process usually carries limitations with it. This study is not an exception. The limitations that had come on way to making this internship report are stated below:

- Due to time and cost restrictions, the study was bound to be concentrated in selected areas of the bank. To continue study in such a vast area requires a big deal of time. As an internee I only had three months on hand, which is not enough.
- As financial organizations banks maintain confidentiality of their valuable data. As a result the study mostly depended on official files and annual reports.
- It is very difficult to verify the accuracy of the collected data.
- MBLas a private commercial bank is very busy and the personnel engaged in training and development department are unable to spare much time for discussion about various topics.

Even though, there are some limitations I have tried my best to collect adequate data and information to make the report meaningful.

3.5 Training and Development of MBL

MBL has a strong focus on imparting training towardsenhancement of the skills and competencies of theemployees to take over the challenges of modernbanking. We believe that, trained, skillful, experienced employees are the most important strategic resource ina more competitive business environment. Employeesare given on-the-desk training so that they can carry outtheir deskwork confidently remaining compliant. As well,classroom trainings are also arranged for the employeesto make them up-to-date with the changing requirements.The Bank has established 'Mercantile Bank TrainingInstitute (MBTI)', run by experienced and talented facultymembers. MBTI has brought all the employees of theBank to the training net.

3.6 Mercantile Bank Training Institute

Mercantile Bank Training Institute (MBTI) is the flagship learning centre of Mercantile Bank Limited where humanresources of the Bank are trained and couched inachieving professional excellence throughout the year.In 2002, MBTI the career learning and development institution in the private banking sector, was created todeliver value across the business by building a workforcewith leading capability to drive sustainable, enhancedperformance and strengthen our reputation. MBTIprovides employees with experiences and tools to developthe skills they require to be successful in their current roleand to prepare our people for career opportunities oftomorrow. The learning modules are primarily focused on innovation, high customer engagement and fast problemresolution as well as on products and processes and areknowledge driven.MBTI training programs are designed specially to meetemployees' specific need and to build up professionalexpertise at workplace. Training activities consist ofcomprehensive foundation courses for entry levelManagement Trainees, officers and specialized trainingprograms covers relevant areas of banking & financesuch as general banking, credit, foreign exchange,marketing and accounts etc.

Mercantile Bank Limited always focus to helpingemployees to grow and develop their skills, knowledge,and abilities. In 2014, we invested BDT 4.38 million intraining & development purpose consisting 75 coursesand covered 2,492 employees of MBL across thecountry. During 2014, the MBTI fulfill its yearly targetby training a large number of employees throughdifferent training programs.

Total Courses Conducted	Total Sessions	No. of Trainees	Days Utilized
75	860	2,492	176

The Training Institute has fixed a target with three main dimensions-

- To bring all the employees with uniformity of work,
- Ensure 'Tailor-made' training for the employees,
- To build succession of competent employees and
- Enable them to occupy more responsible positions
  as situation emerge.

MBTI is fully equipped with a modern library, a well-furnisheddormitory, contemporary class rooms with state-of-the-art audio visual equipment with data projectors, laptops andscreens and professional faculty who have extensivebanking experience. The library has adequate bookson banking law & regulations, economics, accounting,management, marketing and other related subjects.

3.7 The purpose of training and development can be explained as follows-

1. Improving quality of work force:- Training and development help companies to improve the quality of work done by their employees. Training programs concentrate on specific areas. There by improving the quality of work in that area.

2. Enhance employee growth:- Every employee who takes development program becomes better at his job. Training provides perfection and required practice, therefore employee's area able to develop them professionally.

3. Prevents obsolescence:- Through training and development the employee is up to date with new technology and the fear of being thrown out of the job is reduced.

4. Assisting new comer:- Training and development programs greatly help new employees to get accustomed to new methods of working, new technology, the work culture of the company etc.

5. Bridging the gap between planning and implementation:- Plans made by companies expect people to achieve certain targets within certain time limit with certain quality for this employee performance has to be accurate and perfect. Training helps in achieving accuracy and perfection.

A training function exists in an organization to develop knowledge, skills, ability and shape attitudes that will help meet a business need. Many functions act strategically by using a planned and organized approach to meet business needs when development needs are anticipated. Some functions are reactive and primarily respond to requests for training events and services. By the assessing Training and providing job aids may be seen as solutions to provide up to date information.

The quality of employees and their development through training and education are major factors in determining long-term profitability of a business. If organizations hire and keep good employees, it is good policy to invest in the development of their skills, so they can increase their productivity. Training often is considered for new employees only. This is a mistake because ongoing training for current employees helps them adjust to rapidly changing job requirements.

3.8 Importance of Training Objectives

Training objective is one of the most important parts of training program. While some people think of training objective as a waste of valuable time. The counterargument here is that resources are always limited and the training objectives actually lead the design of training. It provides the clear guidelines and develops the training program in less time because objectives focus specifically on needs. It helps in adhering to a plan. Training objectives tell the trainee that what is expected out of him at the end of the training program. Training objectives are of great significance from a number of stakeholder perspectives:

1. Trainer   3. Designer

2. Trainee   4. Evaluator

Trainer – The training objective is also beneficial to trainer because it helps the trainer to measure the progress of trainees and make the required adjustments. Also, trainer comes in a position to establish a relationship between objectives and particular segments of training.

Trainee –The training objective is beneficial to the trainee because it helps in reducing the anxiety of the trainee up to some extent. Not knowing anything or going to a place which is unknown creates anxiety that can negatively affect learning. Therefore, it is important to keep the participants aware of the happenings, rather than keeping it surprise.

Secondly, it helps to increase in concentration, which is the important factor to make the training successful. The objectives create an image of the training program in trainee's mind that actually helps in gaining attention. Thirdly, if the goal is set to be challenging and motivating, then the likelihood of achieving those goals is much higher than the situation in which no goal is set. Therefore, training objectives helps in increasing the probability that the participants will be successful in training.

Designer – The training objective is beneficial to the training designer because if the designer is aware what is to be achieved in the end then he'll buy the training package according to that only. The training designer would then look for the training methods, training equipments, and training content accordingly to achieve those objectives. Furthermore, planning always helps in dealing effectively in an unexpected situation. Consider an example; the objective of one training program is to deal effectively with customers to increase the sales. Since the objective is known, the designer will design a training program that will include ways to improve the interpersonal skills, such as verbal and non verbal language, dealing in unexpected situation i.e. when there is a fault in a product or when a customer is angry. Therefore, without any guidance, the training may not be designed appropriately.

Evaluator – It becomes easy for the training evaluator to measure the progress of the trainees because the objectives define the expected performance of trainees. Training objective is an important tool to judge the performance of participants.

3.9 Conceptual Framework for Training Management:

➢ Training is provided to the employees of an organization in order to achieve the goals of the organization. Thus, for any management training exercise, the goals and objectives of the organization must be taken into consideration. In fact, management of training gets its direction from the organizational goal set by the management at a macro level. This implies that the first thing that comes into consideration for training management is the organizational goals and objectives.

➢ Organizational goal setting is followed by the formulation of a training plan based on a training needs assessment. Once a plan is in place, management has to execute the plan. At this stage training is provided to the trainees on a needs assessment basis. The training institutes conduct workshops and seminars.

3.10 Typical Topics of Employee Training:

- **Communications:** The increasing diversity of today's workforce brings a wide variety of languages and customs.
- **Computer skills:** Computer skills are becoming a necessity for conducting administrative and office tasks.
- **Customer service:** Increased competition in today's global marketplace makes it critical that employees understand and meet the needs of customers.
- **Diversity:** Diversity training usually includes explanation about how people have different perspectives and views, and includes techniques to value diversity
- **Ethics:** Today's society has increasing expectations about corporate social responsibility. Also, today's diverse workforce brings a wide variety of values and morals to the workplace.
- **Human relations:** The increased stresses of today's workplace can include misunderstandings and conflict. Training can people to get along in the workplace.
- **Quality initiatives:** Initiatives such as Total Quality Management, Quality Circles, benchmarking, etc., require basic training about quality concepts, guidelines and standards for quality, etc.

- **Safety:** Safety training is critical where working with heavy equipment, hazardous chemicals, repetitive activities, etc., but can also be useful with practical advice for avoiding assaults, etc.
- **Sexual harassment:** Sexual harassment training usually includes careful description of the organization's policies about sexual harassment, especially about what are inappropriate behaviors.

3.11 The training process is made up of three phases:

- **Phase 1: Pre-training**. This may also be called the preparation phase. The process starts with an understanding of the situation requiring more effective behavior. An organization's concerns before training lie mainly in four areas: Clarifying the precise objectives of training and the use the organization expects to make of the participants after training; selection of suitable participants; building favorable expectations and motivation in the participants prior to the training; and planning for any changes that improved task performance will require in addition to training.

- **Phase 2: Training**. During the course of the training, participants focus their attention on the new impressions that seem useful, stimulating and engaging. There is no guarantee that the participants will in fact learn what they have chosen. But the main purpose remains: participants explore in a training situation what interests them, and a training institution's basic task is to provide the necessary opportunities. Having explored, participants try out some new behavior. If they find the new behavior useful, they try it again, check it for effectiveness and satisfaction, try it repeatedly and improve it. Finally, they incorporate this new facet into their habitual behavior in the training situation. If they do not find it useful, they discard it, try some variant, or discontinue learning in this direction. The intricate process of selection and testing is continuous and more or less conscious. It is important that work organizations meanwhile prepare the conditions for improved performance by their participants upon their return.

- **Phase 3: Post-training.** This may be called the "follow up" phase. When the participants return back to work from the training, a process of adjustment begins for everyone involved. The newly learned skills undergo modification to fit the work situation. Participants may find their organizations offering encouragement to use the training and

also support for continuing contact with the training institution. On the other hand, they may step into a quagmire of negativity.

More effective behavior of people on the job in the organization is the primary objective of the training process as a whole. In the simplest training process, improvement is a dependent variable, and participants and organizations independent variables. Every organization needs well-adjusted, trained and experienced people to perform its activities. As jobs in today's dynamic organizations have become more complex, the importance of employee education has increased. Employee training is a learning experience; it seeks a relatively permanent change in employees that improves their job performance. Training involves changing skills, knowledge, attitudes, or behavior. This may means changing what employee know, how they work, or their attitudes toward their jobs, coworkers, managers, and the organization.

3.12 Different employee training & development methods:

A. On-the-Job Training Methods

1. Job instructions:

It is received directly on the job, and so it is often called "on-the-job" training (OJT).It is used primarily to teach an employee how to do their current jobs.A trainer, supervisor, or coworker serves as the instructor.

OJT includes several steps:

1. The trainee receives an overview of the job, its purpose, and its desired outcomes, with an emphasis on the relevance of the training.
2. Trainer demonstrates the job to give the employee a model to copy.
3. Employee is allowed to mimic the trainer's example.
4. Demonstrations by trainer and practice by the trainee are repeated until the job is mastered.
5. Employee performs the job without supervision.

2. Job rotation:

Job rotation involves moving employees to various positions in the organization to expand their skills, knowledge and abilities.It can be either horizontal or vertical.

1. Vertical job rotation is promoting a worker into a new position.
2. Horizontal job rotation is short-term lateral transfer.

Benefits:

- It is excellent method for broadening an individual's exposure to company operations and for turning a specialist into a generalist.
- Increase the individual's experience
- Allows an employee to absorb new information
- Stimulate the development of new ideas.
- Provide opportunities for a more comprehensive and reliable evaluation of the employee by supervisors.

3. Assistant-To Position:

Assistant-to positions allow employees with potential to work under and be coached by successful managers.Working as staff assistants, perform many duties under watchful eye of a supportive coach.

Benefits:

- Employee experience a wide variety of management activities
- Groomed for the duties of next higher level position

4. Committee assignments:

Committee assignments provide opportunities to an employee for:

1. Decision-making
2. Learning by watching others
3. Becoming more familiar with organizational members and problems

Temporary committee:

Act as a taskforce to delve into a particular problem, ascertain alternative solutions, and recommend a solution.Temporary assignments can be interesting and rewarding to the employee's growth.

Permanent committee:

- Increases the employee's exposure to other members of the organization
- Broadens his/her understanding
- Provide an opportunity to grow and
- Make recommendations under the scrutiny of other committee members

5. Apprenticeships and Coaching:

- Apprenticeships involve learning from a more experiences employee or employees.
- It may be supplemented with off-the-job classroom training.
- Assistantships and internships are similar to apprenticeships because they use high levels of participation by the trainee and have high transferability to the job.
- Coach attempts to provide a model for the trainee to copy.
- It is less formal than an apprenticeship program because there are few formal classroom sessions.
- Coaching is handled by the supervisor or manager not by HR department.
- Manager or another professional plays the role of mentor; give both skills and career advice.

B. Off-the-Job Training Methods

1. Lecture Courses & Seminars:

- Traditional forms of instructions revolve around formal lecture courses and seminars.
- Helps the individuals acquire knowledge and develop their conceptual and analytical abilities.
- Many organizations offer these in-house, through outside vendors, or both.

- Lecture courses and seminars benefit from today's technology and are often offered in a distance-learning format.
- Feedback and participation can be improved when discussion is permitted along with lecture process.

Benefits:

- Relative economic method

2. Vestibules:

Learning tasks on the same equipment that one actually will use on the job but in simulated work environment.Separate areas or vestibules are setup with equipment similar to that used on the job.This arrangement allows transference, repetition, and participation.

Benefits:

- Not disrupting normal operations

3. Role Playing and Behavior modeling:

Role-playing is a device that forces trainees to assume different identities.For example, a male worker may assume the role of a female supervisor and a female supervisor may assume the role of a male worker. Then both may be given a typical work situation and told to respond, as they would expect the other to do.It is used to diversity training, to change attitudes and also helps to develop the interpersonal skills

Behavior can be learned, modified and altered through this method where individual is either "matching" or "copying" or "imitating", through the observation of some other individual.It is an "observational learning" technique.Learning takes place not through experience but through observing the others' behavior.The re-creation of the behavior may be videotaped so that trainer and the trainee can review and critique it.Trainer and trainee observe the positive and negative consequences; the employee receives vicarious reinforcement that encourages the correct behavior.

4. Simulation:

Simulation refers to any artificial environment that attempts to closely mirror an actual condition.Learning a job by actually performing the work.May include case studies/case analysis, experimental exercises/decision games and role-plays and group interactions and are intended to improve decision-making.It is similar to vestibules, except that the simulator more often provides instantaneous feedback on performance.

Benefits:

Opportunities to attempt to create an environment similar to real situations manager face, without high costs for poor outcomes.

Disadvantage:

- Difficult to duplicate the pressures and realities of actual decision-making on the job,
- Individuals often act differently in real-life situations than do in simulated exercise.

4.1. Case-study:

Take actual experiences of organizations, these cases represent attempts to describe, as accurately as possible, real problems. Trainees study these cases to determine problems, analyze causes, develop alternative solutions, select what they believe to be the best solution, and implement it.cases are meaningful and similar to work-related situations, it means transference is there. Participation can also increased by discussing these cases.

Benefits:

- Provide stimulating discussions among participants
- Excellent opportunities for individuals to defend their analytical and judgmental abilities.
- Improving decision-making abilities within the constraints of limited information.

4.2. Decision Games/ role-playing:

Played on computer program,Player makes decision, and computer determines the outcome in the context of the conditions under which it was programmed.Provide opportunities for individuals to make decisions and to witness the implications of their decisions for other

segments of the organization.Role-playing allows participants to act out problems and to deal with real people.

5. Self-study & Programmed Learning:

Carefully planned instructional materials can be used to train and develop employees.It is computer programs or printed booklets that contain a series of questions and answers.After reading and answering a question, the reader gets immediate feedback. If right, the learner proceeds; if wrong, the reader is directed to review the accompanying materials.Programmed materials provide learner participation, repetition, relevance, and feedback.It ranges from manuals to prerecorded cassettes or videotapes.

Benefits

It is useful when employees are dispersed geographically or when requires little interaction.

6. Outdoor Training:

Outdoor training typically involves challenges, which teach trainees the importance of teamwork/working together.It typically involves some major emotional and physical challenge.Purpose is to see how employees react to the difficulties that nature presents to them. Do they "freak"? Or are they controlled and successful in achieving their goal?

Benefits

It reinforced the importance of working closely with one another, building trusting relationships, and succeeding as a member of a group.

Chapter 4

4. 1 Analysis of data

I have collected data both from primary and secondary sources. After collecting I have analyze the data. I have used Ms Excel for analyze the data.

Figure 4.1.1 Gender of respondent
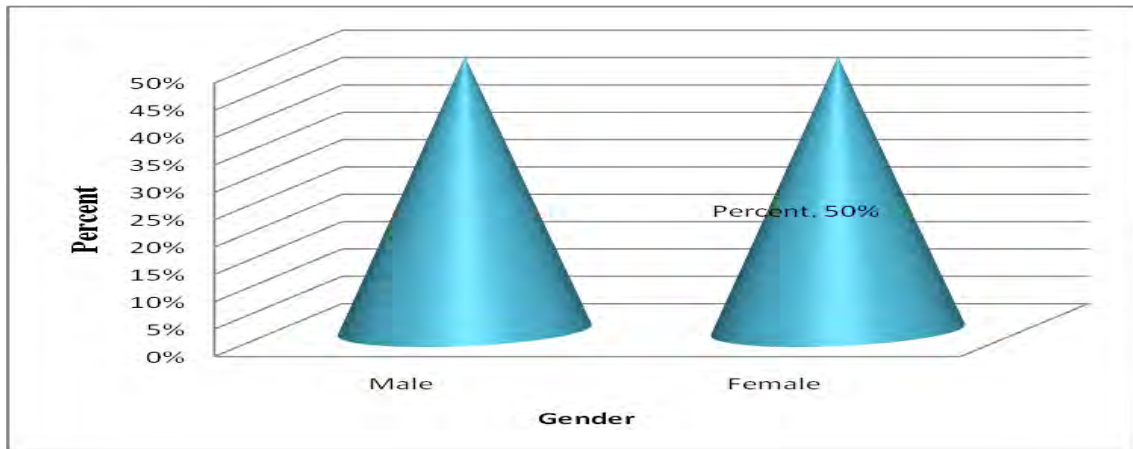
In this graph show that, percentage of respondent male & female employees in MBL verify the training and development program. As there are 14 employees in International Airport Road (IAR) branch and 7 are male and 7 are female. So the respondent rate is combination of 50% male and 50% female.

Figure : 4.1.2 Employment level
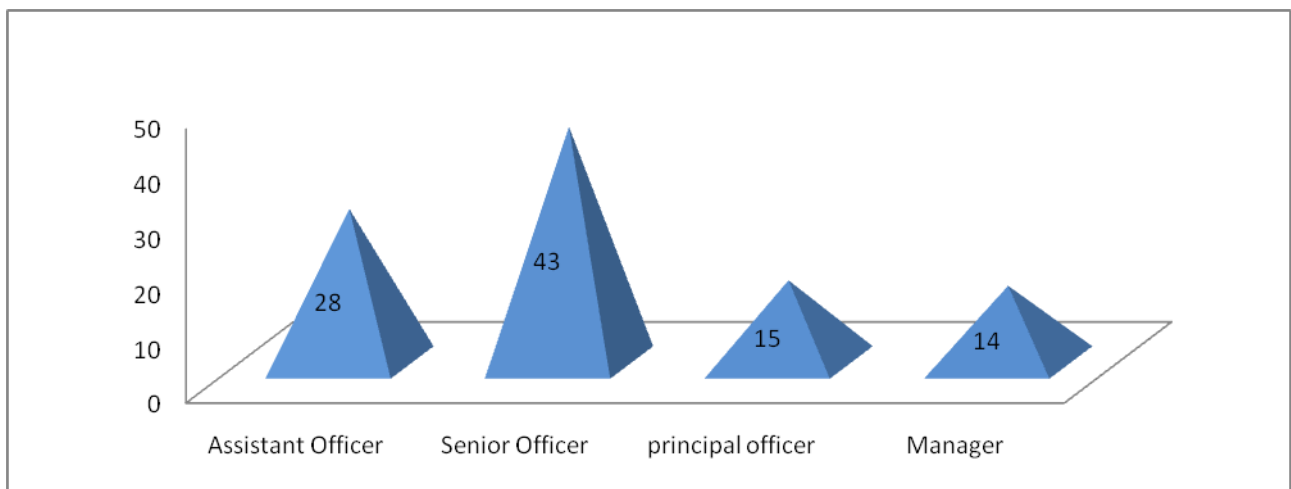
In this graph shows that, employment level of MBL. Maximum respondent designations are senior officer 43% and minimum respondent designations are manager 14%, principal officer 15 % and also assistant officer are 28%.

Figure: 4.1.3 Age level
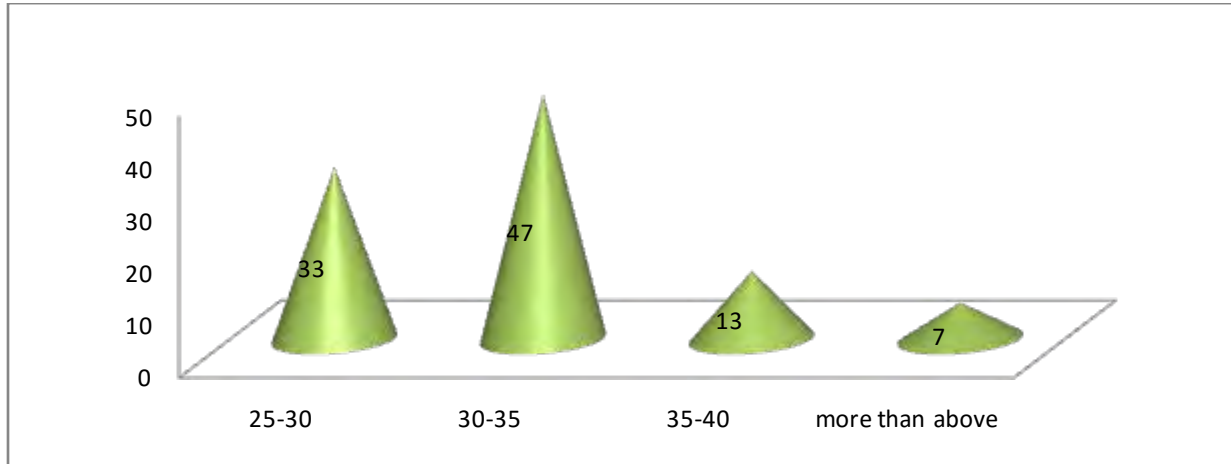
The Bar chart shows that, most of the respondent ages are 30-35. Whose are hold different position in an organization. The maximum percentage of respondent age's level are 47% and minimum percentage of respondent age's level are 7%.

Figure: 4.1.4Training is an essential for increase knowledge
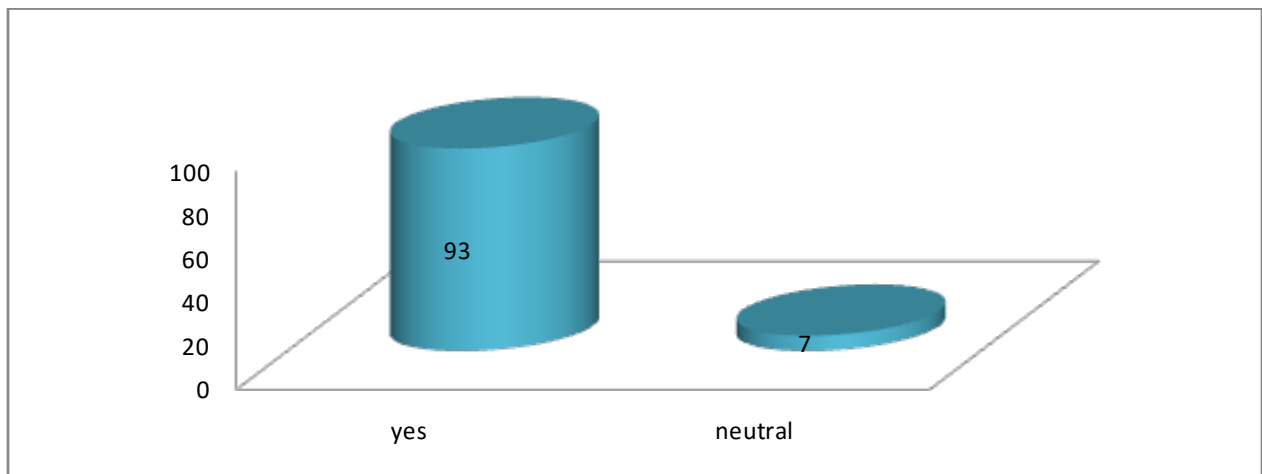
The Bar diagram shows that, percentage rate of survey question training is an essential for increase knowledge. Maximum level of employees refers to 93% yes, and minimum level of employee's response to no 7%. On the basis of this chart MBL is serve need to training for all level of employees to gather knowledge

Figure: 4.1.5 Types of training think are more effective
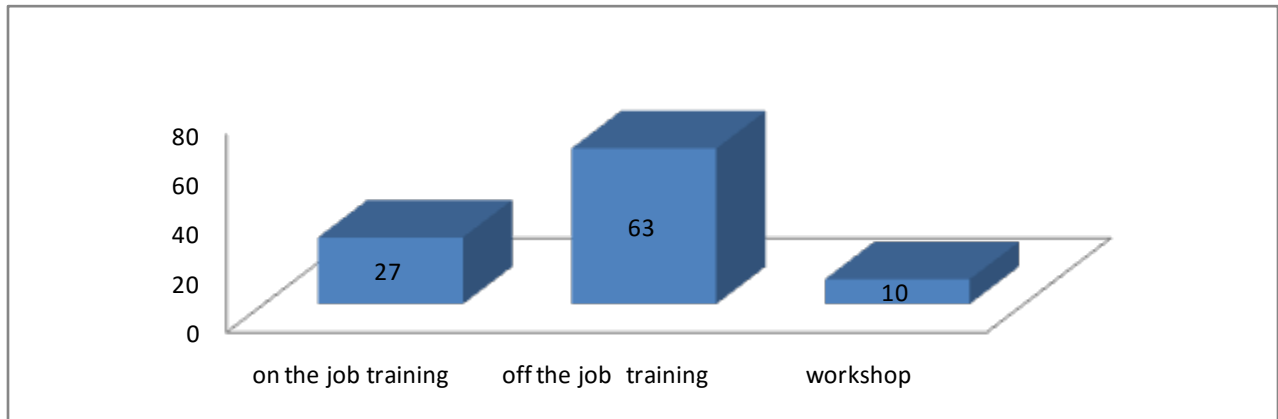
In this Bar Chart represents that group training are more effective than other training techniques. The maximum rates of respondent are 63% in off the job training, 27% on the job training, and minimum rates in 10% which is workshop. By the off the job training employees can developed their level best. On the basis of data and bar chart employees are more interested to off the job training.

Figure: 4.1.6 Types of training techniques followed by MBL
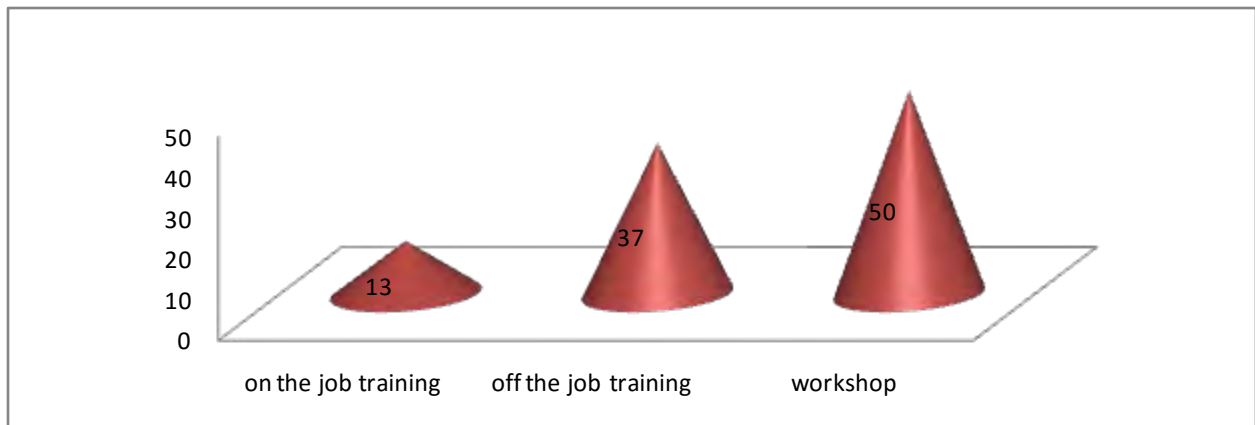
In this diagram shows that types of training techniques followed by MBL. The maximum rate is 50% workshop training, 37% off the job training and minimum rate is 13% on the job training. On the basis of data MBL more offered workshop training for employee's performance and organization development. In this process employees call fortraining specific period of time and after training send to the branches by the job rotation.

Figure:4.1.7 Training helps in achieving accuracy and perfection in an organization
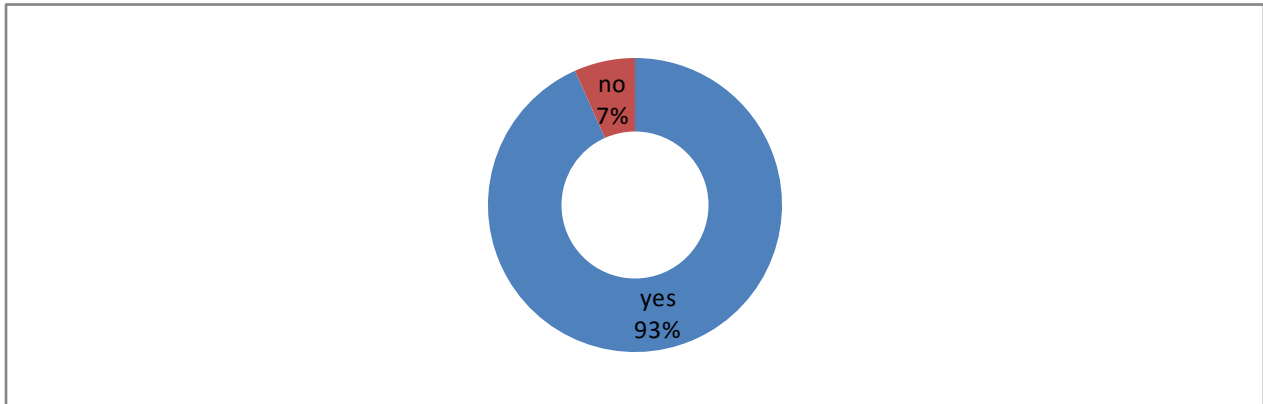

From the diagram most of the employees are response yes for training helps in achieving accuracy and perfection in an organization. The percentage rate is 93%.That means by thetraining programs MBL achieving accuracy and perfection work from employees in contrast management development by that process.

Figure: 4.1.8 Types of information needed to improve effectiveness at work by training
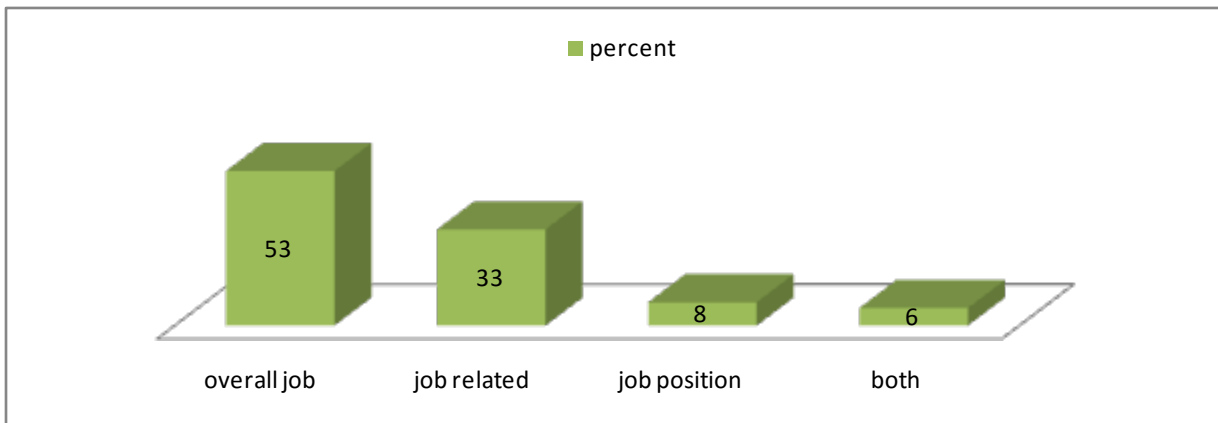
In this graph present, types of information needed to improve effectiveness at work by training. Most of the employee response in overall job maximum percentage rate is 53% and minimum rate is 6%. It refers to MBL need to training all level of employees about the overall jobs for gain effective work and organization development.

Figure: 4.1.9 How MBL evaluate the training program
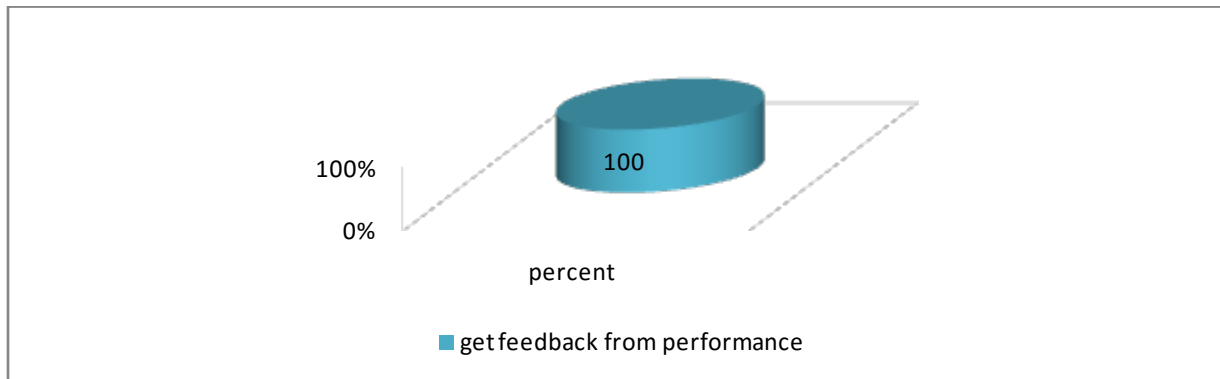
There is no doubt MBL evaluate the training program by get feedback from the performance of the employees. MBL asses the training program following by-

- Evaluate successes or failures by written test and presentation
- Result evaluate by Hourbar technique. Nobody Fail This Method.

**Figure: 4.1.10 Training has developed your stress management skills**
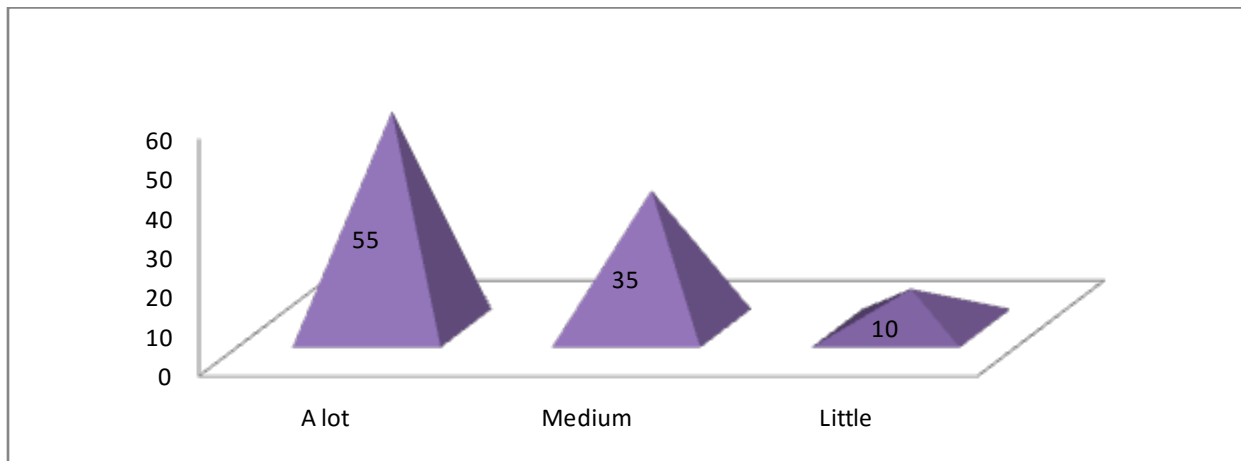
In this graph present,training has developed employees stress management skills. Maximum number of respondent response that developed a lot 55% and minimum number 10% remain neutral.

**Figure: 4.1.11Training has enhanced creative thinking skills**
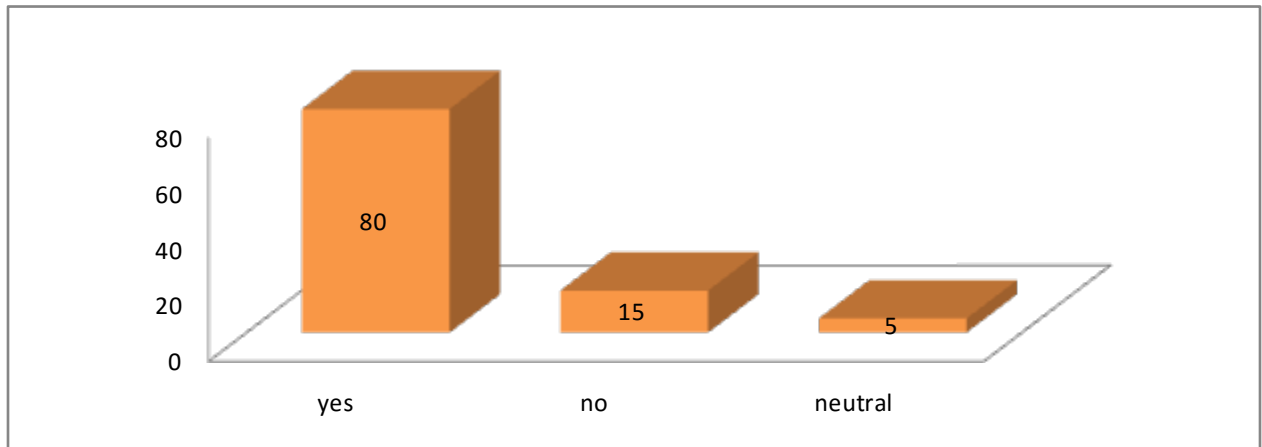
The above graph present that, training has enhanced employee's creative thinking skills.80% employees thinks that training has increased their creative thinking skills and 15% said no because they think that training method should be more effective to bring out their ideas and 5% of employees said nothing.

Figure: 4.1.12 Training has increased enthusiasm and motivation
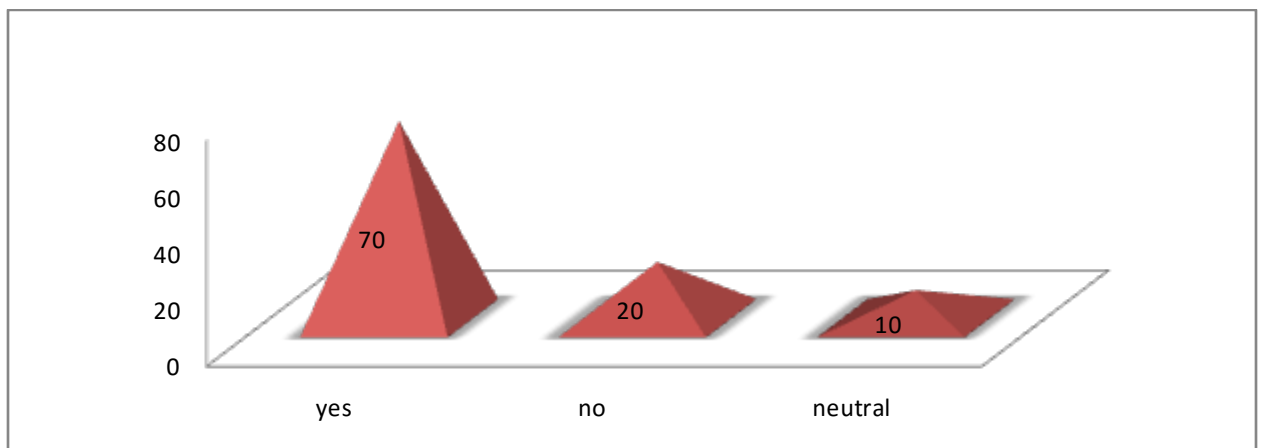

The above figure shows the percentage that, Traininghas increased employee enthusiasm and motivation. Maximum employees 70% said yes training has increased their motivation towards work and 20% said no they think that along with training they should get some handsome compensation package to be motivated bonus and 10% become neutral.

Figure: 4.1.13Training enhanced the has level of banking industry familiarity
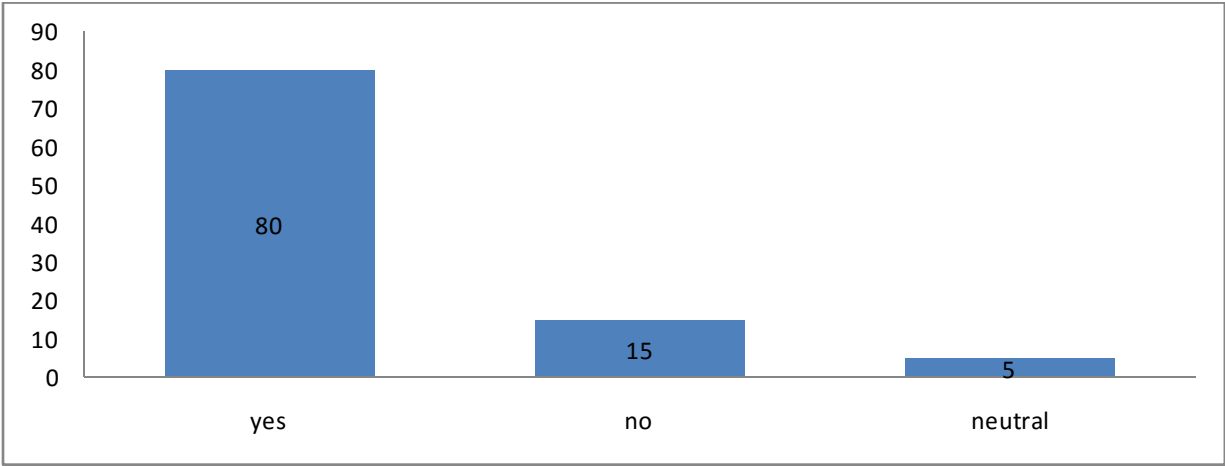
The above graph present that training has enhanced the level of employees banking industry familiarity. 80% of employees said yes and 15% said no because they think that training should be more informative and 5% said nothing about this.
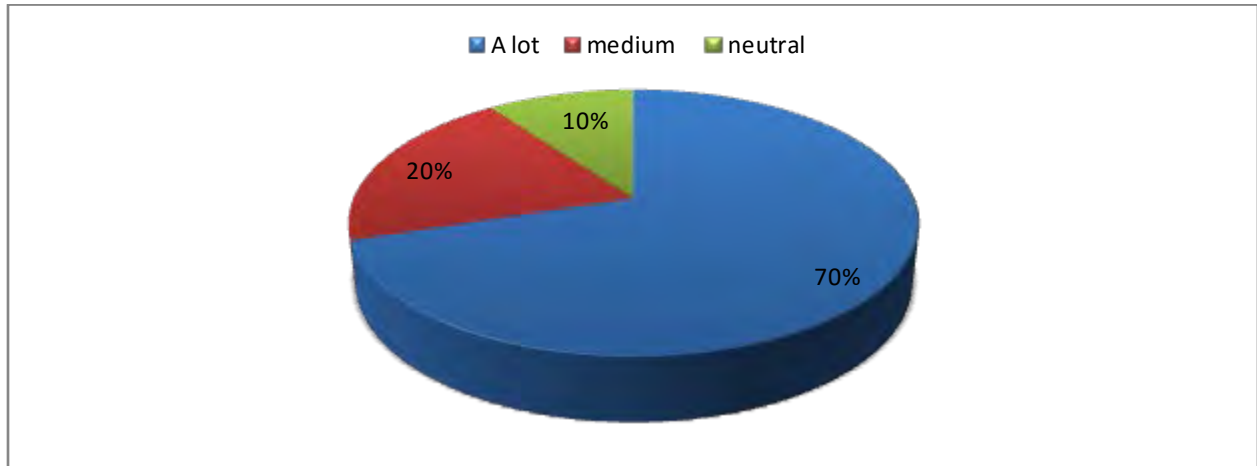
Figure: 4.1.14 Training has helped you gain the skill of being detail oriented in work
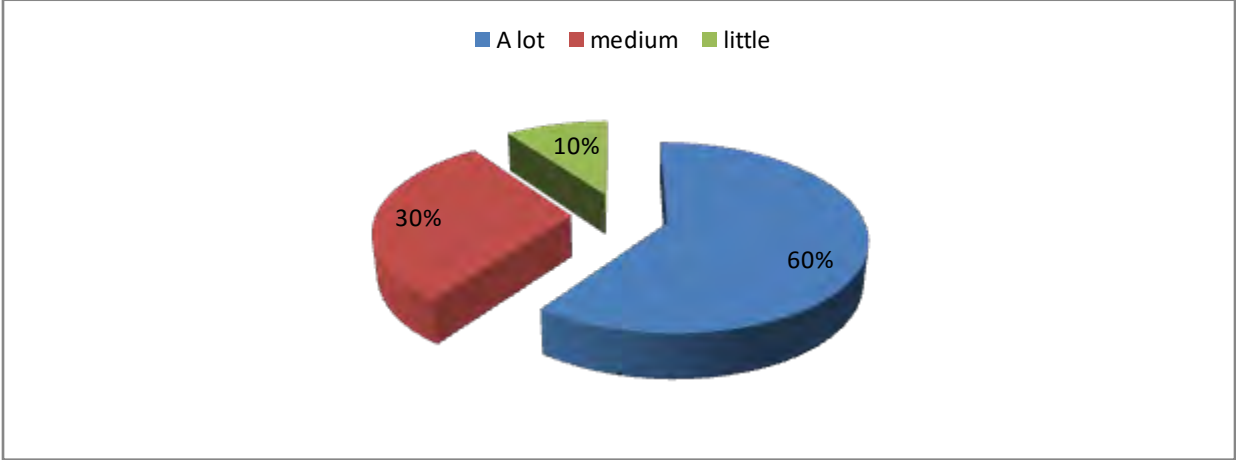
This graph shows that, training has helped employees to gain the skill of being detail oriented in work. 60% said that it has helped a lot and 30% said medium helped and 10% said it has helped little.

Figure: 4.1.15 Training has helped enhance your communication skills

The above graph present, Training has helped enhance employee's communication skills. Maximum employees 70% said training has increased their communication skills a lot and 20% said that it helped moderate organization should provide separate program only for communication and 10% said it has helped a little.

Figure: 4.1.16 The program helped to enhance your appreciation and understanding of yourjob as a whole
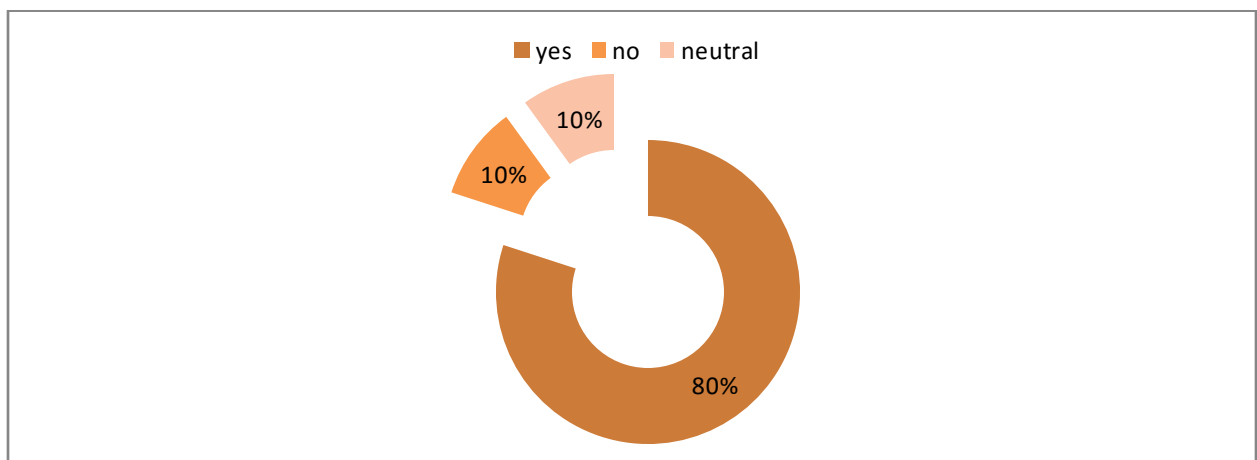
The above graph present, he program helped to enhance employees' appreciation and understanding of your job as a whole. Maximum employee 80% said yes it has helped and 10% said no and 10% are neutral about training program.

4.2 Findings and Recommendation

- 50% employees said that MBL provides "workshop training" whereas 63% employees choose off the job training and 27% employees choose on the job training. So before arranging any training program MBL should seek opinion from their employees what types of tainting actually do they want.

- 93% employees think that training helps in achieving accuracy and perfection in an organization. So MBL should provide training continuously on need basis.

   Accuracy & perfection training comes from-

   ✓ Use a variety of familiar examples.

   ✓ Organize the information so that can present it logically, and in meaningful units.

   ✓ Use terms and concepts that are already familiar to trainees.

   ✓ Use as many visual aids as possible.

- 53% employees said that overall job related information needed to improve effectiveness at work by training. So MBL need to training all level of employees about the overall jobs for gain effective work and organization development

- We have found 100% employees said thatMBL evaluate the training program by getting feedback from the performance of the employees. It is good because feedback is necessary to know whether the training had improved the employees or not.

- Majority (55%) employees thinkthat,training has developed their stress management skills. So for the remaining percent of employees MBL should provide training on how to manage mental stress in all situations.

- We have also found that 80% of employees said training has enhanced their creative thinking skills. MBL should provide job related training, which will be helpful for the employees to be creative and faster while doing work.

- Maximum employees (70%) said yes training has increased their enthusiasm and motivation towards work. Others think that after training bank should provide some compensation facility for the trainees.

- 80% of employees saidthat training has enhanced the level of employees banking industry familiarity. So for the remaining employees MBL should provide more

information while giving training besides they can organize evaluation program to examine employee's level of knowledge about banking industry.

- 60% said thattraining has helped employees to gain the skill of being detail oriented in work.MBL should analyze need based on job related training for assesses to improve effectiveness at work different levels of employees. MBL should follow training activities based on demand for the current employees.

- Maximum employees 70% said training has increased their communication skills a lot. To increase employees communication skills more MBL can arrange multimedia presentation where employees body language, pronunciation English language capacity will be analyzed and train employees on how to talk with different types of clients.

- MBL should more emphasize on technology base training activities for new employees. They should offer on the job training techniques for existing employees in specific branch.

4.3 Conclusion

Mercantile Bank Limited has been trying to operate its business successfully since 1994. The bank has already developed good image and goodwill among its clients by offering excellent services. As a newly established Branch, MBL International Airport Branch is serving at its locality with maximum satisfaction of the customer. Training should be evaluated several times during the process. Determine these milestones when you develop the training. Employees should be evaluated by comparing their newly acquired skills with the skills defined by the goals of the training program. Any discrepancies should be noted and adjustments made to the training program to enable it to meet specified goals. Many training programs fall short of their expectations simply because the administrator failed to evaluate its progress until it was too late. Timely evaluation will prevent the training from straying from its goals. As one of the fastest growing and first generation banks of Bangladesh, Mercantile Bank Limited is playing a vital role as financial intermediaries linking economic policies of the government with rest of the economy. The bank is constantly serving people and the economy of the country by raising aggregate demand, production and thus creating wealth for the economy. To maintain the flexibility in doing growth oriented profitable and socially responsible business in the fiercely competitive banking industry of Bangladesh, Human Resources Division of Mercantile Bank Limited work closely with the management committee for strategic advancement. They are closely worked with Mercantile Bank Training Institute for increasing employees training and management development procedure.

References

Mercantile Bank Limited (2016) Mercantile Bank Limited, Bangladesh.[Online]. Available from: https://en.wikipedia.org/wiki/Mercantile_Bank_Limited,_Bangladesh. [Accessed 30/02/2016].

ABEY FRANCIS (n.d.) Different Employee Training & Development Method [WWW] MBA Knowledge HRM Functions, Research Literatures, available from:http://www.mbaknol.com/research-literature-reviews/literature-review-employee-training-and-development/ [Accessed 29/02/16].

ABEY FRANCIS (n.d.) Different Employee Training & Development Method [WWW] MBA Knowledge, HRM Functions, Research Literatures, available from:http://www.mbaknol.com/human-resource-management/different-employee-training-development-methods/ [Accessed 28/02/16].

ABEY FRANCIS (n.d.) Importance of Employee Training [WWW] MBA Knowledge, HRM Functions, Human Resource Concepts., available from:http://www.mbaknol.com/human-resource-management/employee-training/ [Accessed 26/02/16]

Learner, R. (1986).Concepts and Theories of Human Development (2nd ed.). New York: Random House).

Nadler, Leonard (1984). The Handbook of Human Resource Development (Glossary). New York: John Wiley & Sons.

Harrison Rosemary (2005). Learning and Development.CIPD Publishing. pp. 5

Mercantile Bank Limited, (2014), http://216.172.166.167/annual_report/MBL_Annual_Report_2015.pdf, Mercantile Bank Limited, Dhaka.

Appendix

Questionnaire on

Training and Development of Mercantile Bank Limited

This is a questionnaire based on training and development of an organization. I here collect some primary data as required by the course curriculum of Human Resource Management. Your active participation is needed. I assure that your confidential information will keep secret.

1. Gender: 1. Male   2. Female

2. Age level:

- 25-30
- 30- 35
- 35-40
- 40-45
- More than above

3. Employment level:

1. Officer   2. Sr. Officer   3.Principal officer   4. Manager

4. Training is an essential for increase knowledge.

                      1. Yes 2. No   3. Neutral

5. Types of training you think are more effective

1. On the job training   2.off thejob training 4. Workshop

6. Types of training techniques follow MBL

1. On the job training   2.off the job training   3.   4. Workshop

7. Training helps in achieving accuracy and perfection in an organization?
                      1. Yes   2. No   3. Neutral

8. What types of information needed to improve effectiveness at work by the training?

1. Overall job   2. Job Related   3. Job Position   4. All of them

9. How MBL evaluate the training program?

1. Cost & benefit analysis   2. Candidates expense & return   3. Get feedback by performance

10 .To what extent do you think the training has developed you stress management skills?

           1. A lot   2. Medium   3. Little

11. Do you think that the training has enhanced your creative thinking skills?

           1. Yes   2. No   3. Neutral

12. Do you think that the training has increased your enthusiasm and motivation?

           1. Yes   2. No   3. Neutral

13. Do you think that the training has enhanced the level of your banking industry familiarity?

           1. Yes   2. No   3. Neutral

14. To what extent do you think the training has helped you gain the skill of being detail oriented in work?

           1. A lot   2. Medium   3. Little

15. To what extent do you think the Training has helped enhance your communication skills?

           1. A lot   2. Medium   3. Little

16. The program helped to enhance your appreciation and understanding of your job as a whole?

           1. Yes   2. No   3. Neutral