

BRAC UNIVERSITY



Inspiring Excellence

INTERNSHIP REPORT

An Overview of the HR of the City Bank Ltd



BRAC Business School

BRAC University

66, Mohakhali, Dhaka.

1. PREFATORY PART

INTERNSHIP REPORT ON

An overview of the HR of the City Bank Ltd

Prepared For:

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Dated: 19th December, 2016.

1.2 LETTER OF TRANSMITTAL

December 19, 2016

Dr. Md. Mamun Habib

Professor

BRAC Business School

BRAC University

Subject: Submission of the Internship Report

Dear Sir,

It is a great pleasure for me to submit the internship report on “An overview of HR of the City Bank Ltd”.

It was a great opportunity for me to work as an intern in The City Bank Ltd to implement the theoretical knowledge that I have gained in my academic career.

I tried my level best to make this paper to the required standard as this is one of the most important requirements for completing my B.B.A program. I hope that this paper has been to your expectation. I, therefore, hope and pray that you would be kind enough to go through this paper for evaluation.

I am always available for any clarification of any part of this paper at your convenience.

Yours sincerely

Humaira Islam

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BRAC Business School

BRAC University.

1.3 STUDENT'S DECLARATION

I declare that report entitled 'Internship Report on "An overview of HR of the City Bank Ltd"' submitted as a requirement for the completion of B.B.A program of BRAC University was prepared by me. I tried my level best to collect necessary information for making this report original and specific.

Humaira Islam

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BRAC Business School

BRAC University

1.4 ACKNOWLEDGEMENTS

This is my humble attempt to present gratitude in writing this report. I have truly drawn upon my own experience. I have received help for number of people for preparing this report and I would like to thank them all.

At first I would like to express my sincere gratitude to the Almighty who created and provided me with the opportunity to prepare this report. I am thankful to Dr. Md. Mamun Habib, Professor, BRAC Business School, BRAC University for providing me such an opportunity to conduct an Internship program on.

I would like to express my gratitude to Mr. Nahid Tanveer, Executive Officer – Organizational Development of the City Bank Ltd for kindly accepting me as an intern under hid supervision.

I am also grateful to Ms. Reenat Akhter, VP, Organizational Development, Ms. Shaila Parveen, VP, Recruitment and MIS for their sincere cooperation and appreciate suggestions in making this report worthwhile.

I am also grateful to my friends who helped me while preparing the study by giving their suggestions, assistance and supply of information, which were valuable to me. Their helping hand supported me to complete this report successfully.

Humaira Islam

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1.6 EXECUTIVE SUMMARY

Internship is the way of introducing students to the practical world. In order to complete the B.B.A program it is mandatory for students to write an internship report. This report shows the application of the academic knowledge to the reality. It is based on the experiences and the information that I have gathered working in the organization. The City Bank Ltd is one of the best local banks in Bangladesh and running its operation successfully for many years. However, the performance of the company depends on the summation of the individual performances of the employees. They are always looking forward to develop their organization in every possible way with a winning culture as well as by creating best leaders.

Human resource department on The City Bank Ltd always tries to develop their organization with new strategies and help its employees and organization to reach their goals. Although, they face many challenges arising from the demands of the employees, organization and society. The domestic and international environments are particularly turbulent because of growing challenges also result from ever changing laws, especially laws those address the need for equal employment opportunity. City HR mainly focuses on attracting the best talent and developing them and developing them by enhancing their knowledge and skills to meet the current and future business need. They also try to create a better environment with a winning culture where all the employees can boost up with their best abilities.

Employer branding has been a very new popular concept with HR professionals, branding consultants, and marketing researchers in the recent past. Now-a-days, this became an important issue for the development of the organization.

City HR believes that the organization should have a brand image in the market to create of a company as a great place at work in- in the eyes of current employees, potential candidates, clients and other stake holders and attract best talents. Hence they are trying

to develop their organization by creating an environment where the employees can explore themselves. For the last several years City HR is trying to establish employer branding strategies for attracting best employees as well as developing existing employees and organization.

2. ORGANIZATION PART

2.1 INTRODUCTION

The City Bank is one of the oldest private commercial banks operating in Bangladesh. It is among the top 5 commercial banks in the country which started its operation in the year 1983. The Bank started its journey on 27th March 1983 by opening its first branch at B.B. Avenue in the capital city, Dhaka. It was a visionary entrepreneurship of around 13 local businessmen who braved the immense uncertainties and risk with courage and zeal that made the establishment & forward march of the bank possible. Those sponsor directors commenced the journey with only Taka 3.4 core worth of capital, which now is almost Taka 330.77 core as capital & reserve. The City Bank is among the very few local banks which do not follow the traditional, decentralized, geographically managed, branch based business or profit model. Instead the bank manages its business and operation vertically from the head office through 4 distinct business divisions named:

- a. Corporate & Investment Banking;
- b. Retail Banking (Including cards);
- c. SME Banking; &
- d. Treasury & Market Risks

Under a real-time online banking platform, these 4 divisions are supported at the back by a robust service delivery or operations setup and also a smart IT backbone. Such centralized business segment based business and operating model ensure specialized treatment and services to the banks different customer segments. The bank currently has 90 online branches and 10 SME service centers and 2 SME /Agri branch spread across the length and breadth of the country that includes a fully-fledged Islamic Banking branch. It already started its Customer Call Center operation. The bank has a plan to end the current year with 200 own ATMs.

The City Bank is the first bank in Bangladesh to have issued Dual Currency Credit Card. The bank is a principal member of VISA international and it issues both Local currency (Taka) and foreign currency card limits in a single plastic. VISA Debit Card is another

popular product which the bank is pushing hard in order to ease out the queues at the branch created by its astounding base of some 400,000 retail customers. The launch of VISA prepaid card for the travel sector is currently underway. The City Bank has also launched American Express Credit Card and American Express Gold Credit Card in November 2009. It is also the local caretaker of the brand and is responsible for all operations supporting the issuing of the new credit cards, including billing and accounting, customer service. Credit card management and change authorizations, as well as well as marketing the cards all over Bangladesh. The City bank prides itself in offering a very personalized and friendly customer service. It has a customized service excellence model called CRP that focuses on ensuring happy customers through setting benchmarks for the bank's employee's attitude, behavior, readiness level, accuracy and timeliness of service quality. It is also one of the largest corporate banks in the country with a current business model that heavily encourages and supports the growth of the bank in Retail and SME Banking. The bank is very much on its way to open many independent SME centers across the country within a short time. The current senior management leaders of the bank consist of mostly people from the multinational banks with superior management skills and knowledge in their respective "specialized" areas. The newly designed logo and the pay off line of the bank are just one initial step towards reaching that point.

2.2 MY JOB SCOPE

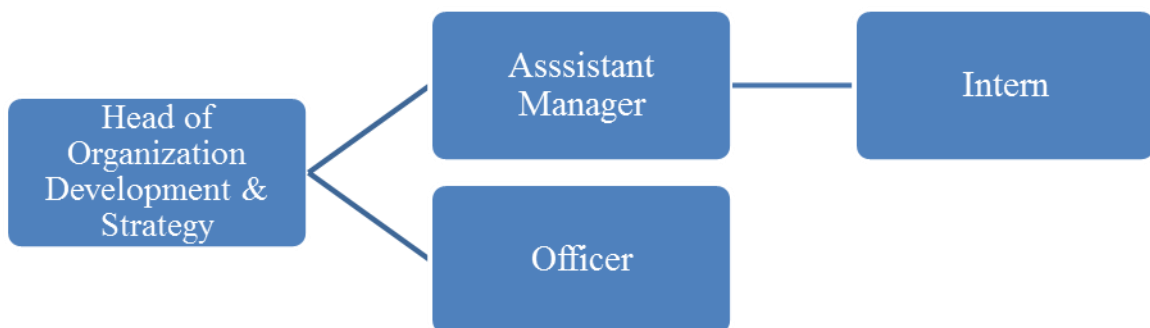
In the last three months I have gained knowledge on the HR of a banking sector. I got the opportunity to work in two departments of the HR division of The City Bank Ltd which has enhanced my communication skills as well as I was able to apply my theoretical learnings in the practical life. I am highly honored to work in the HR division where I got to work with colleagues who were supportive and helpful. This helped me to gain in depth knowledge on the work process of the HR division.

2.2.1 EXPERIENCE WITH ORGANIZATION & DEVELOPMENT TEAM

During the internship period I was involved with the Organizational Development team and Recruitment & MIS team of The City Bank Ltd. The organizational development team mainly looks in to the talent management of the employees of the organization and the number of people needs to be trained in order to improve the efficiency of the employees. These two factors ultimately result positively for the organization because if the employees are productive enough they are likely to give efficient outcomes.

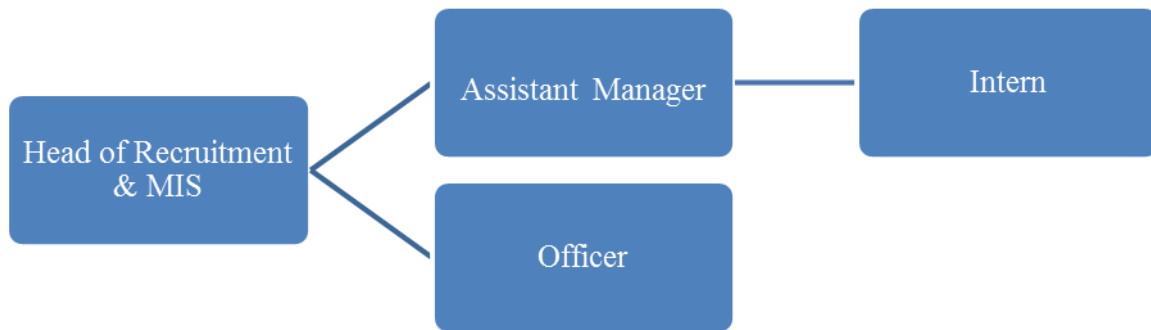
The first month of my internship program at the City Bank Ltd I was assigned with all the Performance Management Appraisals Forms of the entire organization. It was instructed to cross match the forms for the upcoming performance management routine. The organization maintains a database as well as hard copies of all the forms.

The performance was measured in some categories which lead them to grade their employees on the basis of those categories. It was a lengthy task as the corrections needed to be done carefully and there were huge number of employees almost from 120 branches from all over Bangladesh.



2.2.2 EXPERIENCE WITH RECRUITMENT & MIS TEAM

Moreover, Recruitment & MIS team is responsible for the whole recruitment and selection process of The City Bank Ltd. After joining the organization, I was assigned with different tasks related to recruitment and selection process. I was given the opportunity to implement my academic knowledge in practical life.



Initially my job was to communicate with the candidates who were shortlisted for the selection process. Furthermore, we used to maintain a database where all the details of the candidates needed to be put in for keeping records. After getting the list of the shortlisted candidates we used to check whether they attain any written test or interview at CBL within 6 months because candidate may apply in different jobs and can be called for more than one post. In order to make the procedure easy, I created my own database in which I used to keep a track of all the candidates who applied in more than one positions. While, updating this database I used to find out the names of the candidates who would attain the written test and interview session and check their details through cross matching.

Moreover, printing answer scripts, questions papers and attendance sheets and maintaining them was also a major part of my job. Dealing with the answer scripts were quite vulnerable as those documents were highly confidential.

After the completion of the written test I also had to check the MCQs of the written scripts and compile the results of the candidates. These results were further posted in our very own database called "EXPLORE". After qualifying the written test these candidates were called for interviews.

Maintaining and updating several databases were my ideal tasks for the last three months. Preparing the documents for joining of the candidates who were finally selected was my last job which fulfills the recruitment procedure.

3. PROJECT PART

3.1 INTRODUCTION TO THE REPORT

Banking is known as the backbone of the national economy. Bank plays an important role in the business sector & promoting industrialization & economic development of the country. Banks provide necessary funds for the executing various program underway in the process of economic development. All sorts of the economy & financial activities revolve around the bank. As the industry produces goods and commodities, bank creates & controls money market and promotes formation of capital. Bank is a powerful medium to bring socio economic changes in a developing country like Bangladesh. The three important sectors in Bangladesh like Agriculture, Commerce & Industry provide the bulk of the country's wealth. Thus, the nourishment of these sectors is only possible through satisfactory banking facility. Development of banking system can provide the necessary boost for rapid economic growth of a country and this development of banking sector mostly depends on the perfect HR practices. Enhancing organizational development capability and develop the organization is a continuous process and probably the most crucial role of today's HR in this ever changing and challenging business environment.

This project attempts to identify and define areas related to HRM strategies especially the employer Branding Strategies of the City Bank Limited. It also attempts to develop at least first approach to these areas.to think according to policies, principals, and practices to accomplish the new tasks and to satisfy the corporate needs. By this practical training I am able to equip the manager with the understanding, the thinking, the knowledge and the skills for today's and also for tomorrow's market exigency.

Initially I was just gaining the bookish knowledge about all Management policies, practices and functions, but after joining this organization, I got most of the practical knowledge which should be applied in offices to survive critical situations.

Though it is not possible to acquire information of all the spheres in market, in such a short period, I tried to get more and more of all the functions and practices applied in practical work environment which I have particularly stressed on.

3.1.1 ORIGIN OF THE REPORT

Internship program of BRAC University is an important requirement for the graduation of all the BBA students. The main purpose of internship is to get the students exposed to the job world and this study is a partial requirement of the Internship program of BBA curriculum at the BRAC University. Being an intern the main challenge was to implement the theoretical concepts into real life experience.

The Internship program and the study have following purposes:

- To experience the real business world.
- To get and organize detailed knowledge on the job responsibility.
- To compare the real scenario with the knowledge gained at BRAC University.
- To fulfill the requirement of BBA program.

This report is the result of three months long internship program conducted in the City Bank LTD as is prepared for the completion of the BBA program of BRAC University. as a result I needed to submit this report based on the employer Branding Strategies of “The City Bank Limited”. This report also includes information on the products of The City Bank Ltd. Again, the overview of the organization and also facilities they offer to satisfy their employees.

3.2 HUMAN RESOURCE DIVISION OF THE CITY BANK LTD

Human resource department in the City Bank Ltd exists to help people and organization reach their goals. Along the way, they face many challenges arising from the demands of the employees, the organization and the society. The domestic and international

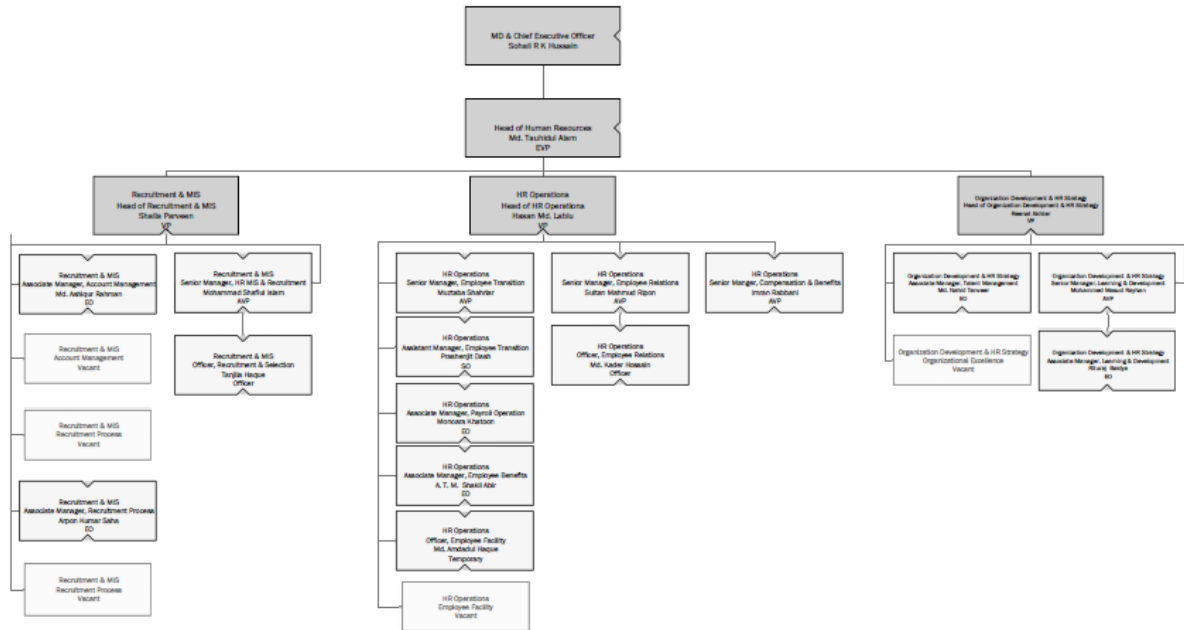
environments are particularly the turbulent because of the growing challenges resulting from ever changing laws, especially laws that address the need for equal employment opportunity. Along with these constraints, the human resource department of The City Bank Ltd must contribute to the organization's "bottom line" in ways that are both ethical and socially acceptable. Human Resource Division deals with three wings and those are as follows:

- Organizational Development
- Recruitment & MIS
- HR Operations

The City Bank has a fully functional Human Resource Division (HRD) supported by manpower. These seven wings of HRD in The City are trying to serve all the employees by practicing effective HR. The HRD of The City Bank Ltd performs the following functions:

- Selection & Recruitment
- Training and Development of employees
- Compensation and Benefit Planning
- Promotion Planning
- Succession Planning
- Reward & Recognition Policies
- Policy Formulation for Staff Loans (Car/Housing)
- Policies for Resignation or Termination from Services
- Employees Gratuity Fund Policy Formulation
- Employee Provident Fund Policy Formulation

Human Resources Division As on 25-09-2016



Organogram of the Human Resource Division

ORGANIZATIONAL DEVELOPMENT & STRATEGIES

City HR is putting its efforts towards a winning corporate culture and building organizational capabilities by ensuring that its people at all levels are both able and willing to perform consistently. At CBL employees have been empowered to a large degree by minimizing outdated rules/regulations and plan to further eliminate the bureaucratic barriers capitalize on their ingenuity and talent.

The Organizational Development team continues to play its role in providing the guidance and support to people to all levels. The HR function ensures that it leads to the transformational change by nurturing a climate, which would help in converting the huge potential at disposal of the company in to world-class performance.

The active and effective role played by this team in developing people at different levels, organization, departmental and individual is considered in CBL to be one of the most critical factors leading to the development of a winning corporate culture. The efforts continue to be directed towards developing the skills of all employees and enhancing the leadership qualities of managers.

This team also reviews the performance and take positive initiatives to keep up the spirit of the employees so that they continue working well. It is a key function of management and is a major and is a major component in ensuring the success of the company through efficiency. This review is about ensuring people know what level of performance is expected from them and taking action to ensure they are trained and developed to perform to perform effectively. Furthermore, they give appropriate feedback over their own level of performance against each competence.

Moreover, the team is developing their employer branding strategies for attracting best employees as well as developing existing employees and organization.

The other part of the OD team is training. Training is an essential element for any organization that enabled the organization to adapt the changing conditions and be more

effective in the marketplace. This training process starts after comparing the expected performance of the employees of the organization. Mainly the HR managers determine this gap by the performance appraisal process. Initially, most of the organizations provide introductory training after any kind of orientation program. Then they go for another type of performance appraisal for determining the gaps between actual and expected performance.

The City Bank Ltd follows unique training and development program for their company. After the selection process is done they organize an orientation program for the new employees so that they get to know about the company in details, its values and culture. The objectives of the orientation are to welcome the incumbent, orient him/her about the company's vision, purpose, service rules, major divisional activities etc. this will make a new recruit feel that s/he is part of the organization. HR will arrange a three days' orientation program on the last week of every month for the new joiners of that month. The representatives from each division will make presentation. Each employee must attend the next available orientation program from the date of his/her joining.

The employees those who are employed here are not the best talent in the market but company employs people who are talented which they tap and polish so that they can take the company to a new height. The company recognizes the passion in them towards achieving success.

The Training and Development Team at The City Bank ltd follows three step process of training. The first step is the Training need collection followed by training calendar and budget preparation, then final approval of the training calendar and budget from MANCOM and finally circulation of the training calendar to the organization. They also provide on-the-job training and assign projects so that employees learn to take responsibilities, be creative and develop their skills. The young employees are more concerned about career development and the company provides opportunity to help them acquire skill based on the job they are performing. Besides, every year seminars and sessions are conducted by professionals.

RECRUITMENT & MIS

Recruitment refers to the process of attracting, screening and selecting qualified people for a job. It is the process of finding and attracting qualified or suitable applicants to fill vacancies. It is the most important part of HR department. It is an important tool and the unit is responsible for the whole recruitment and selection process of the City Bank Ltd. Line manager and divisional head will be consulted at different stages of recruitment process by HR. They mainly follow their own policy which is formulated to ensure an efficient and transparent recruitment process for the bank.

The main focus of this department is searching and obtaining potential candidates for particular jobs in sufficient numbers and quality, at the right cost, for the organization to select the most appropriate people to fill its jobs. They deal with the coordination of yearly staff requisition, advertisement, CV shortlisting, conducting written and oral test for selection, job offer, salary, negotiation, medical check, reference check and forecasting training needs etc. strict confidentiality will be maintained by the concerned personnel involved with recruitment process.

The City Bank Ltd mainly follows the open recruitment process which ensures the equal opportunity for identifying the qualified applicants for the specific job openings. They assure that anyone would be selected based on their qualifications regardless of their race, color, sex, age, religion or disability. Therefore, people of different age groups, class and religion can be seen working in the company cohesively.

The City Bank Ltd give importance to realistic recruitment message for the purpose of providing the communication message to applicants which portrays the organization and the job really is rather than describing what the organizations think job applicants want to hear.

City Bank has introduced HRMIS system named EXPLORE to set an example for other banks as we are the first local bank to have a system for its employee. The system is an

online database which stores all employees' relevant information like personal information, performance management, training needs and records, leave and attendance and compensation records. As a part of the implementation process, EXPLORE has been introduced to all permanent employees with features like profile, change of status, objectives and appraisal, employee directory, leave management etc. City bank came up with the initiative to implement the HRMIS solution with a vision to create a real-time information-based, self-service and interactive work environment that will effectively rearrange work processes, save time money and money and thus provide competitive advantage and add strategic value to the organization.

As an end-to-end HRMIS solution. 'EXPLORE' will immensely facilitate the bank as well as its employees. An individual/manager/superior's decision making ability will become much easier and faster due to process automation and easy access and availability of information.

(Source: Annual Report 2011)

HR SERVICES

HR Services team of CBL ensures efficient services to all the CBL employees. They are always focusing on developing & transforming to organization to a higher standard employee service.

The HR service are successful in providing the employees with quality service over the years. From our understanding we believe that Service Excellence not only comprises of maintaining certain policies & procedures rather it has a vast scope of understanding the business, delivering results & developing individuals to a certain standard.

The HR Services team is the wing that maintains and controls the employees of The City Bank Ltd. The administration has to go with the following work:

- Leave management
- Probation confirmation

- Joining process
- Resignation
- Transfer
- Confirmation of car loans of the employees
- Payrolls
- ID Card management
- Compensation

EMPLOYER BRANDING

Employer branding has been a very new and popular concept with HR professionals, branding consultants, and market researchers in the recent past. Now a day, this becomes an important issue for the development of the organization. Actually, attracting the right talent and retaining them becomes a critical aspect for business success and research has shown that right brand for an employer can really help in this regard.

‘Employer branding refers to ‘the image of a company as a great place to work in’ – in the eyes of current employees, potential candidates, clients and other stakeholders. It is very significant in today’s workplace as employer branding involves employee attraction, employee engagement and employee retention. In this way, talented human resource is acquired and made available which in turn enhances the company’s overall image and name.

‘Employer Branding was first used in the early 1990s and has gained importance since then. The company should deliver what it promises and only this way brand building happens. Employer branding cannot happen overnight and so continuous efforts must be directed towards achieving this differentiating factor. In fact, it has become a part of business strategy itself for some companies. For example, Google, across many countries, still ranks first in the employer branding category since 2009 as it is unanimously agreed to be the best place to work in and they are developing their organization in a remarkable way. A company’s employer brand is made up of numerous components. Corporate Eye blog breaks these components down quite well. What’s important to realize is that the

employer brand is really based on human relationship and human emotions vs. anything else. It's those companies that think of HR as "Human Relationships" vs. "Human Resources" that are on their way to building and promoting a successful employment brand as well as developing the organization and these are:- Internal communication, Reward and recognition, Learning & development, Measurement systems, Recruitment and on-boarding, Working environment, External marketing, Values, Senior leadership, Measurement systems, Performance appraisal, Team management etc which should be practiced in any organizational development.

Here, two of the biggest elements of employment branding are communication and culture by which one can make their organization well known to all external people. Actually, people always want to feel like they "fit in" and they always want to be communicated to in an open and authentic manner. This holds true whether you're thinking about internal employees or external job seekers and candidates.

First of all, A strong employer brand can help your organization stand out. With the shift to fragmented workforces of small and mid-sized businesses, it can be challenging to recruit and retain employees, if you don't have a consistent employer brand.

Then, positioning your employer brand helps you attract and retain people who "fit". With four generations in the workplace and a wide variance in employee motivations, a compelling employer brand can help you identify, attract and retain the right people.

After that, a great employer brand can help you stand out, even when you don't have the resources to offer traditional benefits or salaries. Many people prefer to work for employers aligned with their values. A great employer brand can help you become an employer of choice. Also, a distinct employer brand can streamline recruitment. By being clear about your organization's values, goals and culture, you can avoid interviewing people who are out of sync with your organization. And you can increase applications from people who "fit".

Great people seek out great brands. The best potential employees may not be the ones applying to random job postings. Great people seek out great employers who represent opportunities to fulfill their goals, achieve their dreams and live their values. By building a great employer brand, you can compel great hires to seek you out – rather than waiting for a job opening to come up.

Employer branding has external and internal aspects. The internal factors are the culture, HR practices, and the overall employment experience that a current employee has. The external factors are what a prospective employee feels about the organization.

According to Richard Mosley, who is an employer branding guru, the critical aspect is to have consistency between your internal employer brand and external employer brand.

If what the organization promises to the external world is inconsistent with what is happening in the organization, it can create conflict with the new joiners who expects what was promised through branding. While the current employees on the other hand might feel cheated by the practices followed. Instead of supporting the organization in retaining and attracting talent, it will leave both the current and future employees unhappy.

In developing and managing an employer brand for the organizational development, the critical aspect would be the development of “Employer Value Proposition”. Employer Value Proposition speaks about the direct and indirect benefits of working with the brand. It also speaks about the core aspects of the association. For example, in an interview process it is expected that candidate is treated fairly and with respect. Similarly, in a performance management process, the key is to show employees their potential and provide them with more avenues to showcase their potential which reflects the proposition of empowering performance. These propositions need to be reflected at all levels in the organization. For example, Nike’s EVP emphasizes a culture that pushes boundaries and encourages innovation: Nike does more than outfit the world’s best athletes. They are a place to explore potential, obliterate boundaries, and push out the edges of what they can be. They’re looking for people who can grow, think, dream and

create. They thrive in a culture that embraces diversity and rewards imagination. They seek achievers, leaders and visionaries. At Nike, it's about bringing what you have to a challenging and constantly evolving game.

Managers should embody these values in the way they treat their employees. Employer branding is a holistic process once the core value propositions are clear. Myriad of possibilities exist for spreading the employer brand. Current employees are clearly the first brand ambassadors. Your website and the career section should convey the brand. Advertisements related to jobs or careers should reflect the brand. Web 2.0 media including social networking tools like Facebook or LinkedIn are an important face of employer branding.

Again, the physical infrastructure should also reflect the employer brand. Imagine an organization which talks about treating people equally and about its free communication culture, having their executives sitting in closed cabins. The first step to creating a positive difference in the employer brand is leadership mindset change. For example, if an organization is planning to project a youthful outlook to its employer brand, the very first step might be leaders accepting that young people are required for progress and their inputs are valued. The second step would be tweaking processes to have more young people and creating a work environment for them. For example, instead of age as a factor for hiring for senior management positions, competency should be given precedence.

The average age of people working might have to be reduced and also instead of years of experience based promotions, performance based promotions can take over. Any change like this would be constant process and required focused long term efforts and hence strategic in nature.

The benefits of having a right employer brand and conveying them effectively are many folds. First we will get the right talent to join the organization and the right talent to stay. The clear measure of a better employer brand would be the ratio of number of offers given to people to the number of people who finally joined. The recruitment costs and

time will come down as the organization becomes more lucrative to join and lesser effort is needed to recruit people. In the long term the right brand will definitely help people stay and the reasons will be more than monetary considerations.

The employee engagement measures will also have higher scores as the organization itself embodies the image they want to convey resulting in a better psychological contact with the employer. The other outcome could even be that your organization is featured as one of the best places to work!

The key aspect of employer branding is to understand that it is not just about advertisements or communication collaterals — it is the reflection of what is the reality — present or future — that the employees experience in the organization.

3.3 OBJECTIVE OF THE REPORT

The objective of the report can be viewed in two forms:

- General objective
- Specific objective

GENERAL OBJECTIVE:

This internship report is prepared primarily to complete the Bachelor of Business Administration (B.B.A) degree requirement under the BRAC Business School, BRAC University.

SPECIFIC OBJECTIVE

More specifically, this study entails the following aspects:

- To give an overview of The City Bank Ltd
- To know about the Employer Branding in brief
- To know how employer branding develops the organization

- To know the employer branding strategies taken by City HR and their effectiveness
- To know new HRD strategies
- How to work under stress?

3.4 LIMITATION OF THE REPORT

The findings of the report are reliable to some extent of higher degree but they cannot be fully accurate due to some reasons.

This study, which is conducted in a short period of time is not free of barriers. Actually this study does not show the existing factors but a portion of the factors effecting The City Bank Ltd.

The actual time frame of the internship program is only three months. Within this short period of time it was not possible for me properly study about The City Bank Ltd, and respective topics in details.

The data required for sufficient analysis for report writing could not be collected due to excessive workload.

Some of the documents are highly confidential and I am not allowed to put that information anywhere. However, those details could enrich my report and help me to gain good marks.

As they are developing their strategies regarding Employer Branding so they are maintaining confidentiality on this topic more. Supply of more practical and contemporary data was another shortcoming of this report.

3.5 LITERATURE REVIEW

Now-a-days the organization is focusing more on their internal marketing or internal branding process through which they can increase employee retain and gain satisfaction over the employees to develop their organization. Also they have external branding process through which they can attract the best talent from the market.

According to Donna White, As the world changes and the millennial generations take over, more emphasis will be placed on relational elements- social media will continue to play a huge role in this, as will “brand” – and we will probably have to let go of our rigid definitions as well.

Building a strong employer brand is not the sole responsibility of Human Resources. It is a team approach that starts from the leadership and includes Human Resources, Marketing and Finance. In fact, everyone in the organization is an Ambassador of the Brand. Employer branding involves several cross-functional areas of expertise. In most organizations, the HR function is responsible for employer branding.

Employment Branding a very new concept is generating more and more interest among today's aggressive employers. However, it is fairly common to see employers and other professionals get Employment Branding mixed up with the Employee Value Proposition. The brand is the personality of the company. Those companies that have done the best job of branding are able to concentrate on the EVP in their advertising to potential candidates. In others words, the company can invest most of their advertising dollars into more of the persuading factors that give them a competitive edge. And let's face it, your ad is unquestionably a sale of your company to potential employees.¹

But employer branding is not the same as advertising. Employment branding is a long-term recruiting strategy. It has a myriad of critical elements, only one of which deals with marketing through award programs, editorial content in target publications and presentations at conferences and viral programs. Employment branding isn't just about getting more people to apply for your job vacancy – it is about attracting those who are aligned with your organization and believe in it – its vision, values, commitment to

employees and clients as well as to ensure employees are a ‘good fit’ with your organization who can develop the organization.²

A company’s employment brand strategy is a long term effort that permeates every aspect of the employee lifecycle, including recruitment, on boarding, retention and engagement. The most important guiding principle is that companies must deliver what they promise. Consistency between words and actions goes a long way toward building a positive perception among both job-seekers and employees.³

According to Jo Pieters, Philips, *Each and every employee should act as an ambassador of your brand and that requires a strong recognized internal and external employee value proposition.* Recently, Employees are increasingly behaving like consumers when choosing to join or stay with an employer. A positive employer brand can be a way of differentiating one organization from another and a way of creating a strong, distinctive and attractive identity with which current or potential employees can identify. Today’s leading employers recognize that it is essential to develop good people policies and to communicate these externally as well as internally to attract the best and brightest talent and these best talents are going to develop the organization most.

A study of Yum, the parent company of Taco Bell, KFC, Pizza Hut, A&W and Long John Silver’s, found that significant investments in strengthening the company’s employment brand, including hiring an employment marketing manager, improving employee communications and instituting recognition programs, resulted in improved retention.

According to Geneviève Fortier, *“Need to differentiate our company from our competitors, and our employer branding was a starting point to address this challenge”*

If what the organization promises to the external world is inconsistent with what is happening in the organization, it can create conflict with the new joiners who expects what was promised through branding. While the current employees on the other hand might feel cheated by the practices followed. Instead of supporting the organization in

retaining and attracting talent, it will leave both the current and future employees unhappy.

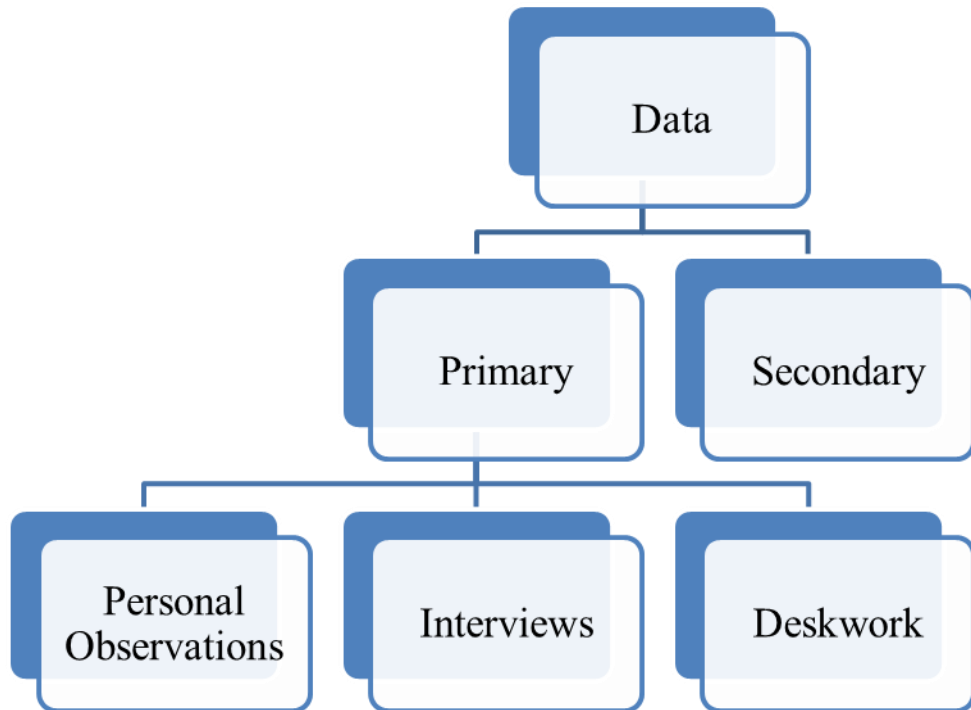
Thus, employer branding is a long-term, but dynamic process that requires cross-functional collaboration across different departments, a multiplicity of skill-sets and knowledge, dedication to a set of shared organizational goals and values, continuous execution and improvement, and a willingness to change and adapt to different market dynamics, especially amid challenging condition

3.6 METHODOLOGY

While conducting the study various data were collected from various sources. The data collected are divided according to their different nature and source. The study is done with the help of the following data

3.6.1 NATURE OF DATA

In this report both primary and secondary sources of data is used. The project was basically executed by gathering information through random interviews. Information was also gathered by observing the daily activities of the staffs and working within progress. Finally, I have conducted an observation method the factors that may affect the HRM policies and practices.



3.6.2 METHOD OF COLLECTING DATA

In order to fulfill the objectives of the study both Primary and Secondary data have been collected.

3.6.2.1 PRIMARY DATA COLLECTION

I have used three techniques of primary resources for my research and they are as follow:

- Personal observation: observation is the process of recognizing and noting people objects and occurrences rather than asking for information. informal observation removes the elements of bias and effect of reaction from research.
- Face to face interviews: as the field of study is limited within The City Bank Ltd, it was decided that information will be collected by direct face to face interviews. face to face interviews were held with Mr. Arpan kumar Saha and Mr. Ashiqur Rahman, Associate officer, Recruitment Process. They have sufficient working knowledge in HR practices and they have helped me a lot to gather information about The City Bank Ltd

- Practical desk work: when i was working at The City bank ltd, I have worked in Recruitment & MIS of HRD. Furthermore, I had direct observation on HR strategies, especially on recruitment strategies.

3.6.2.2 SECONDARY DATA COLLECTION

An intensive literature survey was required to acquire relevant knowledge. Relevant literature like published and unpublished thesis, journals, newspaper, books, reports etc. have been reviewed with a view to increase the knowledge and regarding the issue. Above all the store house of knowledge, “the internet” will also be a big part of the literature review. *Company’s Annual Reports, other published information, synopsis of printing materials of The City Bank Ltd, Bangladesh and other related reports and documents* have been collected from the authority of The City Bank Ltd.

3.7 FINDINGS & CONCLUSION

Human resource department in The City Bank limited always try to develop their organization with new strategies and always exist to help people and organization reach their goals. Along the way, they face many challenges arising from the demands of the employees, the organization, the society. Employer branding has been a very new and popular concept with HR professionals, branding consultants, and market researchers in the recent past. Now a day, this becomes an important issue for the development of the organization. Employer branding leads to improve profitability and more positive attitudes towards developing the whole organization. As, City HR tries to create a better environment with a winning culture where all the employees can boost up with their best abilities so, this employer branding strategy helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal

3.7.1 FINDINGS

The City HR is trying to develop their organization through employer branding strategies. They are building their organization as a learning center. Moreover, they are trying to attract the best talents for creating future leaders of their organization. They are also involving themselves with universities to support their employer branding strategies. In

order to increase employee satisfaction throughout the organization by creating a winning culture. City HR is trying to engage the employees of the whole organization by organizing events on different occasions such as Pohela Baishak, Independence Day, Victory Day and many more. It is also focusing more on youth talent for developing their organization with new ideas. Lastly it is involving themselves in various public events to establish their brand value and culture to all.

3.7.2 RECOMMENDATIONS

The City bank is enthusiastic about the development of their organization as well as the people through employer branding, they mainly focus on developing their strategies by which they can achieve the international standard. They mainly try to create an image of a company as a great place to work in- in the eyes of existing employees, potential candidates, clients and other stake holders. Already City HR is developing employer branding strategies to make their organization the best place to work. They are trying to make a reputation in the market so that it becomes the first option for any candidate to work. However, based on everyday observation and perception, I would like to state some facts that might help City Bank Ltd to enhance their employer branding strategies as well as the development of their organization. Some recommendations from which the bank may be benefited are noted below:

- Participate in more job fairs
- More road shows and seminars
- Arrange competition and knowledge sharing programs
- Increase training activities
- Increase manpower
- Diminishing communication gap
- Effective training must be implemented with due care
- Effective mentoring program can be developed

4. SUPPLEMENTARY PART

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