

**Internship Report On  
Data Management and Its Challenges: A Case Study of  
BRAC Bank Limited**

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**Date: April 20, 2017**

## **Approval Letter**

This is to certify that Tangila Haque, ID# 14164040, Student of Master of Business Administration (MBA) under Department of BRAC Business School, BRAC University, has successfully completed his assigned Internship Report on Data Management Solutions and challenges at the BRAC Bank Limited.

She has placed in the BRAC Bank Limited which is one of the glorious banks in Bangladesh. BRAC Bank Limited is also the first bank to introduce the innovative SME Loan service in Bangladesh and the extraordinary customer service to all the clients.

The MBA Internship Report, she has submitted on the topic, is up to the mark in the terms of the quality and the organization.

I wish her every success in life.

Supervisor

Dr. Suman Paul Chowdhury

Assistant Professor

BRAC University

## Letter of Transmittal

April 20, 2017

Dr. Suman Paul Chowdhury

Assistant Professor

BRAC University

Mohakhali , Dhaka 1212

**Subject: Submission of Internship Report**

Dear Sir,

It is a great pleasure that you have given me an opportunity to submit the internship report on **“Data Management & its Challenges: a case study of BRAC Bank Limited”**. I tried my level best to participate, observe and identify the documentation activities of BRAC Bank Limited– Head Office and have written down it in this report from my own experience. In preparation of this report I have collected as much information as possible from the bank.

During the preparation of this report I find it is beneficial and knowledgeable for me and which will definitely enhance to build my career in the near future. I hope that my report will satisfy you and I also would like to thank you again for giving me the opportunity to submit this report.

Sincerely yours,

Tangila Haque

ID: 14164040

BRAC Business School, BRAC University

## Acknowledgement

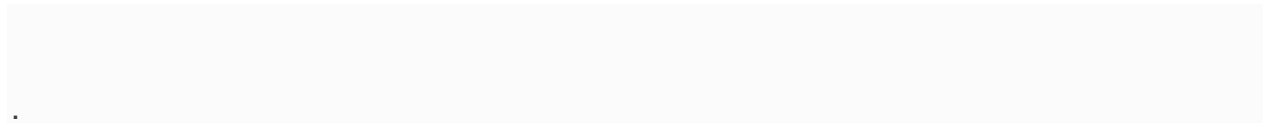
First of all I would like to be grateful to the Almighty Allah, for giving me the chance to a successfully internship program at BRAC Bank Limited.

Internship is a part of the academic discipline, for the MBA students has been designed to acquire practical knowledge. It is expected that the integration of knowledge in theories and practices will enable us to become effective. Through this program, I have got the chance to acquire some experience in a reputed bank, which is expected to enlighten my career.

Gratitude is due to **Mr. Taz Uddin Ahmed** (Associate Manager, Archive), and **Mr. Kamal Ahmed** (Officer, Archive) and to all the personnel of BRAC Bank Ltd. Head Office, who have co-operated and helped me in collecting information from different departments, providing me related official documents and information with proper guidance to prepare this report. They share their personal experiences with me which they faced to archive data efficiently. This added an extra essence in my report.

I gratefully acknowledge the time and effort that the above-mentioned persons have voluntarily shared. Their suggestions and comments to make the report a good one, was really a great source of spirit for me.

My love and thanks to all my friends who have helped and supported me all the way, while doing the Internship report.



## Executive Summary

This is the internship report based on the three month long internship program that I had experienced in the Head Office of BRAC Bank Ltd. from 22 January to 23 April, 2017 as a requirement of my **MBA program** with Major in **Finance**.

This report has been presented based on observation of Archive management unit, which main task is to manage all kinds of data of BRAC bank ltd.

This report is divided into two broad parts: one is the organization part and another is the project part. In the organization part, I introduced the Latest and one of the largest banks of our country— the BRAC Bank Ltd. On the other hand, in the project part, I focused on the data management activities, process, challenges, Recommendation and Conclusion.

In BRAC Bank Ltd, all physical documents and records have been archived by Archive Management unit. They collect all kinds of relevant documents from all divisions and departments and preserve them with assistance of 3<sup>rd</sup> party vendor. Archive Management unit formed under Operations Division used to store and monitor movements of all Account Opening Forms (AOF) and Loan Application Files (LAF) only. While GSS (General Support Services) looked after the archival of all other division / branches documents, which job was finally passed to Operations in late 2013.

I prepared the internship report on **“Data Management & Its Challenges: A Case Study of BRAC Bank Limited”** based on secondary data and information. For this specific purpose I collected data and information from various sources like published materials such as the annual report, the training materials etc. I furnished the full contents of the report in several chapters.

While discussing the different aspects and functions of the bank, priority has been given to depict the real situation as far as appraisal and management system of BRAC Bank Ltd. are concerned by employing the experience gathered during the internship program. BRAC Bank is a third generation bank in the growing banking sector of Bangladesh.

As a part of my internship program I got a chance to work at this bank for a period of three months. During this period I have learned about this organization and its work environment, which inspire me to work on my topic.

## **Abbreviations**

**BBL=BRAC Bank Limited**

**AMU=Archive Management Unit**

**AOD=Asset Operations Department**

**CRM=Credit Risk management**

**SAM=Special Asset Management**

**RMD=Risk Mgmt. Department**

**HBL= House Building Loan**

**SLF=SME Loan File**

**RLF=Retail Loan File**

**CLF=Corporate Loan File**

**CPS/PDAS=Connect Plus Software (e-Ops)**

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# Chapter 1:

## INTRODUCTION

## 1.1 RATIONALE OF THE STUDY

Without any application, knowledge is valueless. Now a day's everything is so practical. In a professional life theoretical knowledge is base and practical knowledge is a key to success. Highly theoretical knowledge is meaningless if we don't use it in our practical life.

The Rationale of the study is to analyze the **Data Management Activities** of Archive Management Unit and challenges of BRAC Bank Ltd. of study has a great value when it has practical application in real life. Masters of Business Administration (MBA) is a professional program. It is designed with an excellent combination of practical and theoretical aspects. The practical aspect is the internship program. This program is very important for a MBA student. This program helps a students get an initial experience about the practical field. As a student of MBA, with the partial fulfillment of the course requirement, I was assigned to pursue internship in BRAC Bank Ltd (BBL), Head Office, Gulshan, and Dhaka. This program is three months duration and the report to be prepared on the basis of practical working experience after working at least three months with the employees of this BRAC Bank Ltd organization to complete the program. In consulting with the supervisor of the program the selected topic is 'Data Management & Challenges of BRAC Bank Limited “

## 1.2 OBJECTIVES

### **Broad objectives:**

The main purpose of making this report is to know the Data management by archive management unit (AMU)and challenges of BRAC Bank Limited.

**Specific objectives:** The specific objective may be show as under:

- To present an overview of the archive management unit (AMU)of BRAC Bank Ltd.
- To evaluate The present archiving strategy
- To evaluate the performance of the unit
- To initiate adjustments to present archiving strategy
- To execute defined propositions to develop current strategy.

## 1.3 TIMELINE OF REPORT

From January 22, 2017 to April 23, 2017

## 1.4 METHODOLOGY

The study contains both primary and secondary data. I collect primary data through surveying all departments' Of BRAC bank head office and only Gulshan branch. And collect secondary data from central operations server,AMU server and BBL website.

## 1.5 LIMITATIONS

To prepare report I face some limitation these are

- Access to data regarding different performance indication of BRAC Bank of Bangladesh Limited.
- The users of AMU often shown negative approach to give their opinion to the questionnaires. They were very much conservative to respond to the questions and they think that the study is only for nothing, only for time passing; only to fulfill the requirement. They did not think it is crucial for our business graduate to gain practical knowledge.
- Finally, I seek some recent data which were needed to enrich the report. But the unwillingness of authority of BRAC Bank of Bangladesh Limited due to confidentiality was made my intention in vain.

## **Chapter 2**

**BRAC BANK LIMITED**

## 2.1 BACKGROUND

BRAC Bank Limited is one of the latest generations and fully service scheduled commercial banks in Bangladesh. BRAC Bank has been motivated to provide “best-in-the-class” services to its diverse assortment of customers spread across the country under an on-line banking dais. It established in Bangladesh under the Banking Companies Act, 1991 and incorporated as private limited company on 20 May 1999 under the Companies Act, 1994. BRAC Bank Limited started its Journey on the 4th of July 2001 with a vision to be the absolute market leader through providing the entire range of banking services suitable to the needs of modern and dynamic banking business as well as to promote broad based participation in the Bangladesh economy through the provision of high quality banking services.

BRAC Bank Limited, with institutional share holdings by BRAC, International Finance Corporation (IFC) and Shore Cap International has been the fastest growing Bank in 2004 and 2005. BRAC Bank is extending full range of banking facilities as per the directives of Bangladesh Bank. It intends to set standards as the absolute market leader in Bangladesh by providing efficient, friendly and modern fully automated on-line service on a profitable basis.

BRAC Bank Limited has adopted the “**three P**” agenda –**Planet, People and Profit** as its fundamental guiding principle, a fact that has gained global recognition for the Bank.

BRAC Bank is getting bigger and bigger as years goes, Now BRAC bank has 181 Branches, 479 SME unit offices, and 456 ATMs across all over Bangladesh and now it has reached more than 1.5 million retail customers in 2015. Almost 7000 employees are working with BRAC Bank ltd. According to the annual report of BRAC Bank ltd. 2015 it has wealth of 224493 million taka. In 2015, BRAC Bank disbursed SME loan of BDT 43,000million which is 27% higher compared to the previous year. During the year about 27,695 new SME borrowers were included in the portfolio. Total SME deposit reached an ever higher position of BDT 26,530 million. According to the income statement of BRAC Bank 2015 it has revenue growth of 12.83% and has a earning per share of taka 3.43 which is higher than the previous year. The bank has earned a profit of taka 2,434,771,350 in the year 2016.

## 2.2 CORPORATE VISION

Building profitable and socially responsible financial institution focused on Market and Business with Growth potential, thereby assisting BRAC and stakeholders to build a just, enlightened, healthy democratic and poverty free Bangladesh”.

## 2.3 CORPORATE MISSION

- Sustained growth in Small & Medium Enterprise sector
- Continuous low-cost deposit Growth with controlled growth in retail assets.
- Corporate Assets to be funded through self-liability mobilization. Growth in Assets through syndications and investment in faster growing sectors.
- Continuous endeavor to increase non-funded income
- Keep our debt charges at 2% to maintain a steady profitable growth
- Achieve efficient synergies between the bank’s branches, SME unit offices and BRAC field offices for delivery of remittance and Bank’s other products and services
- Manage various lines of business in a full controlled environment with no compromise on service quality
- Keep a divers, far flung team fully controlled environment with no compromise on service quality

## 2.4 CORE VALUES

Our Strength emanates from our owner BRAC. This means, we will hold the following values and will be guided by BRAC as we do our work.

- Value the fact that one is a member of the BRAC family
- Creating an honest, open and enabling environment
- Have a strong customer focus and build relationships based on integrity, superior service and mutual benefit

- Strive for profit & sound growth
- Work as team to serve the best interest of our owners
- Relentless in pursuit of business innovation and improvement
- Value and respect people and make decisions based on merit
- Base recognition and reward on performance
  
- Value the fact that one is a member of the BRAC family
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- Relentless in pursuit of business innovation and improvement
- Value and respect people and make decisions based on merit
- Base recognition and reward on performance

## 2.5 BRAC BANK SUBSIDIARIES



### BRAC EPL Stock Brokerage Limited

BRAC EPL Stock Brokerage Limited is one of the leading stock brokers in the country. BRAC EPL Stock Brokerage Limited has membership at both of the country's stock exchanges; the Dhaka Stock Exchange (DSE) and the Chittagong Stock Exchange (CSE).



### BRAC EPL Investment Limited

BRAC EPL Investment Limited delivers a whole range of Investment Banking services including traditional merchant banking activities such as Issue Management, Corporate Advisory, Corporate Finance, Underwriting and Portfolio Management.

**Sources:** [www.bracepl.com](http://www.bracepl.com)



### BRAC SAAJAN Exchange Limited

BRAC Saajan Exchange Limited mainly provides remittance services to the large Bangladeshi Communities living in UK. Apart from its remittance services the Company also caters to the investment needs of the NRBs through its parent organization BRAC Bank.

**Sources:** [www.bracsajaanexchange.com](http://www.bracsajaanexchange.com)



### bKash

bKash Limited (a subsidiary of BRAC Bank) operates with an objective to ensure access to a broader range of financial services (mobile fund transfer facility) for the people of Bangladesh. It has a special focus to serve the low income masses of the country to achieve broader financial inclusion by providing services that are convenient, affordable and reliable.

Sources:

<http://www.bkash.com/About.php>

[www.bracbank.com/Press-Releases.php](http://www.bracbank.com/Press-Releases.php)

## 2.6 PRODUCTS AND SERVICES

The bank has large range of Product line to suit the most of the people of every stratum. In addition to gathering product both Asset and liability sides the Bank offers special credit products in support of its customer. These are:

- ❖ Consumer financing
- ❖ Lease Financing
- ❖ Small Loan
- ❖ Festival Loan
- ❖ Housing Loan



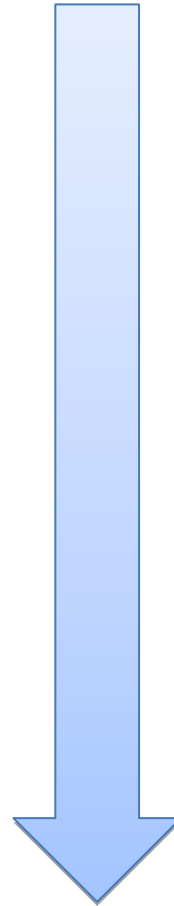
- ❖ Long-term & Short term loan financing
- ❖ Real Estate and Civil Constriction
- ❖ SME and Agro Based
- ❖ Ancillary services
  - Brokerage House service under the central bank with membership of bourse.
  - Foreign Currency Remittance.

## 2.7 BRAC BANK OF BOARD OF DIRECTORS:

Sir FazleHasan Abed, KCMG	Chairman
Shib Narayan Kairy	Nominated Director
Kaiser Kabir	Nominated Director
NihadKabir	Nominated Director
Dr. Hafiz G.A. Siddiqi	Independent Director
KaziMahmoodSattar	Independent Director
ZahidaIspahani	Independent Director
Selim R. F. Hussain	Managing Director and CEO

## 2.8 BRAC BANK HIERARCHIES:

Chairman
Board of director
Managing Director
Deputy Managing Director
Executive Vice President
Senior Vice President
Vice President
Senior Assistant Vice President
Assistant Vice President
Senior principal officer
principal officer
Senior officer
Officer Grad 2
Officer Grad 1
Junior officer
Executive



## 2.9 DISTRIBUTION NETWORK:

**BRAC Bank's widespread distribution network at a glance:**

- Branch : 181
- SME Unit Office : 458
- Remittance Cells : 600+
- ATM Booth : 475
- Apon Somoy : 15
- CDM : 90+

## 2.10 ORGANIZATIONAL STRUCTURE

BRAC bank ltd. currently operated its total banking activities with composition of 16 individual divisions which are divided in basically 2 segments- business division and supportive divisions.

BUSINESS
SME Banking
Retail Banking
Corporate Banking
Cash Management & Custodial Service
Treasury & Financial Services

SUPPORT	
Operations	Technology
Risk Management	Human Resources
Credit Risk Management	Learning & Development
Research & Development	Company Secretariat, L & RA
Finance	Communication & Service Quality
Special Asset Management	

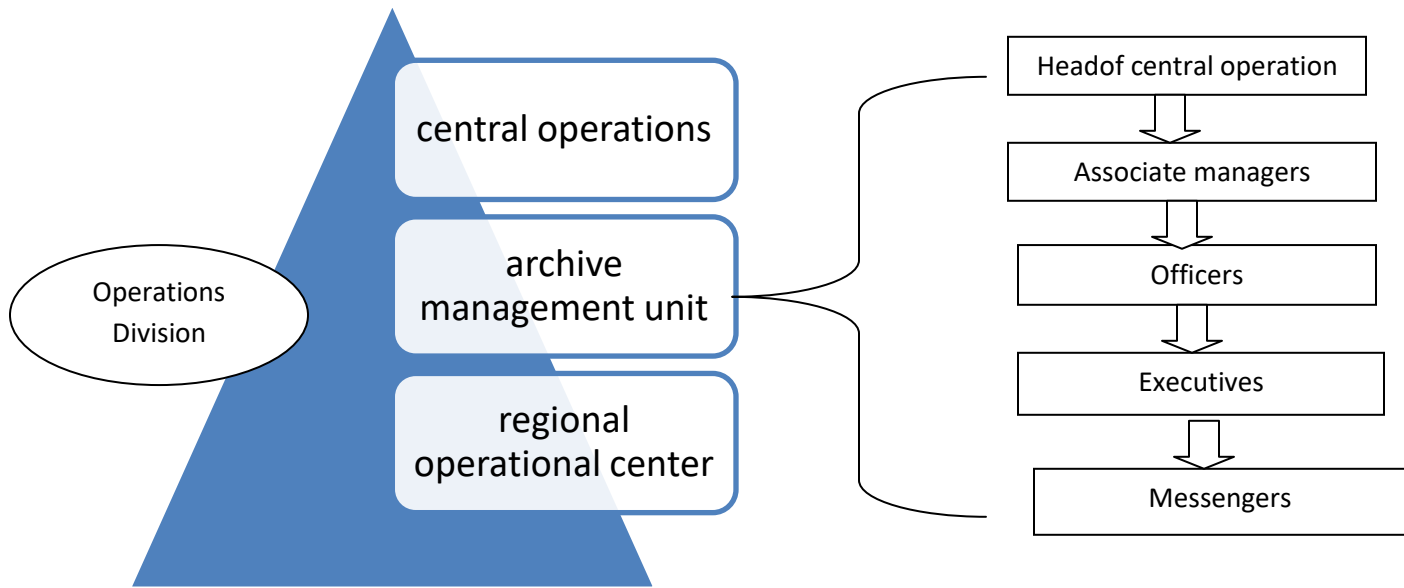
**CHAP 3**  
**DATA MANAGEMENT AND ITS**  
**CHALLENGES**

## 3.1 DATA MANAGEMENT

### 3.1.1 INTRODUCTION

In BRAC Bank Ltd, all physical documents and records have been archived by Archive Management unit. This unit starts its journey in 2006 with assistance of 3rd part vendor (Orogenic). Initially, the Archive Unit formed under Operations Division used to store and monitor movements of all Account Opening Forms (AOF) and Loan Application Files (LAF) only. While GSS (General Support Services) looked after the archival of all other division / branches documents, which job was finally passed to Operations in late 2013. At Present 18 people working in Archive management unit (AMU) including 3 associate managers,3 officers, and 12 executive officers. Meantime considering few criticalities, mainly caused from single vendor dependency, BBL management opted for engaging multiple archive vendors and thus we took DataSafe (in 2012) and Recall (in 2013). Besides, they also maintaining a mini archive under own control for storing of all Corporate and Home Loan (staff & Retail) files for frequent movements and security reasons.

### 3.1.2 COMPOSITION OF ARCHIVE MANAGEMENT UNIT:



Graph: archive management unit's composition

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### 3.1.3 THE GENERAL ACTIVITIES OF ARCHIVE MANAGEMENT UNIT:

- New Loan File (LF) receipt & archiving
- LF delivery as per users request
- Receive and check LF from vendor as per requisition (per LF)
- Prepare register and deliver LF upon users acceptance (per LF)
- Loan files deliver to user one by one (Per LF)
- File Delivery with TOP Sheet upon users acceptance (per LF)
- Vendors bills check (per LF)
- LF returns by Ops users & send back to Vendor
- New Loan File (HBL) receipt and archiving
- New Loan File (Corporate) receipt and archiving
- PDC/Security delivery as per user request & Separate archiving (SAM)
- Loan Files Close Movement
- AOF receipt & archiving
- AOF Delivery Movement
- AOF Return Movement
- SDC (Static Data Change) Attach & Movement
- PAN Bank Box movement
- Project related work(Depend on nature of project)

### 3.1.4 CURRENT ARCHIVING PRACTICES

Archive management unit's main job is to collect documents and preserve them as per BRAC bank policy with following Bangladesh bank preservation directory. They used to receive documents from all users of bank in form of box concept and archives those file with several mechanism. Different user units send their documents to AMU. The archive executives receive documents and index files with XRMS, CONNECT PLUS and Finacle CORE software.

The archive users, their sending key items and archiving method is describing below:

<u>Documents senders</u>	<u>Key Items</u>	<u>Archiving Method</u>
Asset Operations & All Regional Operating Centers (ROC)	<ul style="list-style-type: none"> <li>• Disbursement docs</li> <li>• Money Receipt</li> <li>• Deposit slip</li> <li>• Return cheque</li> <li>• Loan Closing Docs</li> </ul>	After loan disbursement and security checking files are sent for archiving
Liability Operations & Few Rocs	<ul style="list-style-type: none"> <li>• Account Opening Form (AOF)</li> <li>• SDC attached docs</li> <li>• SDC &amp; signature card</li> <li>• Voucher</li> <li>• Agreement copy</li> <li>• Value destroy documents</li> </ul>	After Account opening all AOFs are sent for archiving
Cards operations	<ul style="list-style-type: none"> <li>• credit card A/C opening form</li> <li>• tracker sheet</li> <li>• A/C opening decline file</li> <li>• cards check request list</li> <li>• prepaid cards document</li> <li>• sign/photo change request</li> <li>• FTP report</li> <li>• A/C maintenance</li>   <li>• settlement and disputes vouchers</li> <li>• voucher</li> <li>• Payment related vouchers</li> <li>• payflex related all documents</li> </ul>	

	<ul style="list-style-type: none"> <li>• BAU related job</li> <li>• FTP report</li> </ul>	
Trade & Remittance	<ul style="list-style-type: none"> <li>• Export &amp; Import docs</li> <li>• L/C related docs</li> <li>• Approval docs</li> </ul>	Sent for archiving after checking & verification
Human Resources Department	<ul style="list-style-type: none"> <li>• Staff related all docs hardcopy</li> </ul>	Checked docs are sent for archiving
Finance Department	<ul style="list-style-type: none"> <li>• All types of voucher</li> <li>• Money receipt</li> <li>• Statement</li> </ul>	Docs are sent to archive after proper checking
Reconciliation Unit	<ul style="list-style-type: none"> <li>• Bank statement</li> <li>• Reconciliation statement</li> <li>• 1st legal notice</li> <li>• Return legal notice</li> <li>• AD copies</li> <li>• Shadow file SME &amp; returns</li> <li>• Waiver memo</li> <li>• Absconded project docs</li> <li>•</li> </ul>	Docs are sent to archive after proper checking
SAM (special asset management)	<ul style="list-style-type: none"> <li>• Legal notice</li> <li>• AD copies</li> <li>• Interest waiver memo copy</li> <li>• RG copy</li> </ul>	Sent for archiving after checking & verification
BACH & EFT	<ul style="list-style-type: none"> <li>• Inward check</li> <li>• Outward check</li> <li>• Cheque deposit sup</li> <li>• Inward transaction voucher</li> <li>• Outward transaction voucher</li> <li>• EFT transaction voucher</li> <li>• Courier receipt copy</li> <li>• Return cheque sheet courier receipt copy</li> <li>• Blank return memo</li> <li>• OBCE collection fund</li> </ul>	Sent for archiving after checking & verification



	<ul style="list-style-type: none"> <li>• Refund warrant cheque</li> </ul>	
Branch	<ul style="list-style-type: none"> <li>• All types of Voucher</li> <li>• BSSO &amp; CCSO Docs</li> <li>• CDM deposit Slip &amp; envelope</li> <li>• Proof Sheet</li> </ul>	Docs are sent to archive after proper checking
Financial Institution and Services	<ul style="list-style-type: none"> <li>• FIS docs</li> <li>• Transaction Papers</li> <li>• Credit card opening &amp; tracker form</li> </ul>	Docs are sent to archive after proper checking

**\*\*After receiving above documents from the respective owners/user archive management unit do indexing and keep records in own archive system and send it to vendors for preservation.**

### 3.1.5 DOCUMENTS/ FILE MOVEMENT CAUSES:

All banking documents being preserved in AMU. And the Bank's internal document users (units, department or individuals) need to take or borrow those archived files (Retail, Corporate, SME, AOF) from AMU for different purposes. The reasons behind the files movement from one department/unit to another are given below:

User Request for Files	Reason for Movement Request
Asset Operations/ Rocs	<ul style="list-style-type: none"> <li>• Document confirmation &amp; checking purpose</li> <li>• For BB audit and internal audit</li> <li>• Documents replacement</li> <li>• Documents Clearance</li> </ul>
Liability Operations/ Few Rocs	<ul style="list-style-type: none"> <li>• CIF and A/c level Update</li> <li>• Internal Control &amp; Compliance</li> <li>• Image &amp; Signature update</li> </ul>

	<ul style="list-style-type: none"> <li>• Health check purpose</li> <li>• Investigation, Monitoring &amp; Compliance, Risk Management Division</li> <li>• Check the data as per Branch requirement</li> </ul>
Special Asset Management	<ul style="list-style-type: none"> <li>• Case filling</li> </ul>
Credit Risk Management	<ul style="list-style-type: none"> <li>• Required different documents for risk grading</li> <li>• Analysis of credit docs</li> </ul>
Retail Product and collection	<ul style="list-style-type: none"> <li>• Contact &amp; Address information verification</li> </ul>
Repayment Closing and Clearance	<ul style="list-style-type: none"> <li>• EMI collection from Corresponding bank</li> <li>• Loan closing purpose</li> <li>• Clearance purpose</li> </ul>
Branch & SME Unit	<ul style="list-style-type: none"> <li>• Require boxes for BB audit purpose</li> <li>• Voucher, register, CDM deposit envelop, CDM deposit slip, CIB report etc for checking and verification purpose</li> <li>• Account closing documents</li> <li>• L/C related documents. Approval docs, Incoming-Outgoing SWIFT docs</li> </ul>

### 3.1.6 DOCUMENTS/ FILE MOVEMENTS PROCESS:

The users follow a formal process to receive files from AMU and it begins with requisition mail from the user's end (AOD, CRM, RMD, ROCs). There are 4 desks respectively in AMU - (Retail desk, Corporate desk, SME desk and AOF desk.) .the users send requisition mail for their required files borrowing to specific defined desks. The process of file movement entails few steps and those are described below:

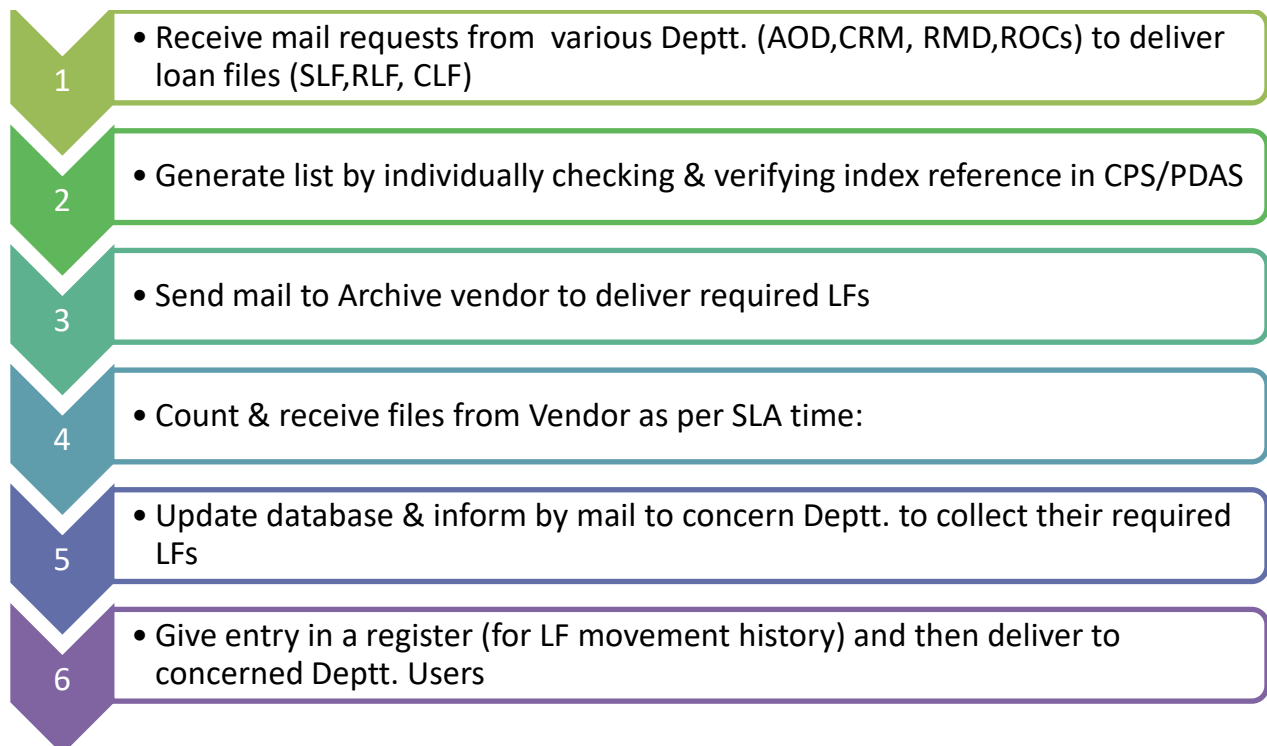


Chart: The process of file movement

Only designated managers/associate managers are authorized to send requests for file borrowing & it should be approved by Unit head or Sr. Mgr to maintain risk management department approved process where some associated risk can be exposed also like –audit objection or service issue. The reasons behind the risks can be exposed in this step could be:

- Request mail sent by unauthorized persons of concerned Department.
- Mail missed for link problem
- Request received after cut-off time.

Archive management unit may take some mitigation plan to solve above problems facing in this particular step could be:

1. Mail Senders confirm AMU managers over phone whether mail received or not.
2. If mail missed for link problem, users can send hard copy to AMU within service cut-off time.
3. Request received after cut-off time may be processed on next day
4. Managers/ associate managers may check mail with AMU server for not to allow unauthorized person's mail.

Due to Wrong request came & delivered (when wrong CIF or link A/c No. given), Difficult to find SOD files in CPS/PDAS as it shows only the first A/c no, Failed service due to data base crush in CPS/PDAS and Unable to generate list for slow link/system hang -wrong and failed service may can provide in the 2<sup>nd</sup> step of file movement process. By adopting fewer action plans AMU can minimize the difficulties of this step like-

1. Time to time ensure cross checking of mail requisition
2. Verify requests with concern Department before file delivery (e.g. SOD or SLBP)
3. Ask BSM to make a remark column visible, where new SOD file nos. kept
4. Keep back-ups in Excel/DR server
5. Check/prepare list from back-up
6. Ask BSM & Tech teams to resolve

Requests missed/delayed can be occurred in the time of sending mail to vendor for file request because of Wrong input in database while updating. To solve this kind of misshapen few steps need to initiate like-

1. Ask BSM to provide a report on daily file movement data updates
2. Counter check call & delivery list
3. 10% mail requisition must check over phone every day.

Count & receive files from Vendor as per SLA time: - (by 11:30 am next day for mails sent before present day) time Wrong/no or delayed delivery can be occurred.to mitigate those risksteps can be take:

1. Select alternate vendors/nearby archives
2. Monitor & make plans for timely delivery despite of traffic/strike issue
3. Monitor & visit vendor's archive for control & awareness
4. Arrange meeting with related department.
5. Based on the decision of the meeting file delivery time will be reset.
  - a. Motivate vendor to encourage timely delivery of files.
  - b. Monitor & visit vendor's archive for awareness
  - c. Request for additional manpower

### 3.1.7 THE FREQUENCY OF FILES MOVEMENT:

All archived banking documents have move from one dept/unit to another for different purposes in frequent. The average frequency of files movement from one department/unit to another is given below:

Last 5 Month Calls	Jan-2016			Feb-2016			Mar-2016			Apr-2016			May-2016			Total	Avg./D
	SME	Retail	Corp	SME	Retail	Corp	SME	Retail	Corp	SME	Retail	Corp	SME	Retail	Corp		
AOF (CASA)	172	1,044	12	92	559	7	261	1,584	19	2,010	331	24	1,335	220	16	7,685	70
AOF Scan	123	20	1	22	135	2	24	147	2	189	31	2	128	21	2	850	8
TD Forms	3	0	0		3					-	-	-	12	2		20	0
LAF (Loan File)	8,483	1,999	386	7,808	1,791	456	10,045	1,656	471	10,188	1,672	447	14,757	1,935	316	62,410	567
Archive Confirmation*	2,690	31		3,035	12		4,421	7	-	5,601	13	-	10,043			25,853	235

\* Archive confirmation included in LAF requests

\*\* Stamp affixing project running daily delivery approx 400 Loan files.

### 3.1.8 EXISTING VENDORS OF ARCHIVE MANAGEMENT UNIT:

As of today, BBL archived total approx. 56K boxes (Division/Department/Unit wise detail list attached) at own and vendor's warehouses (OROGENIC, DATASAFE, RECALL) as mentioned below with mentioning key items preservation:

Sl.	Vendor/ Warehouse	Location	Box	Movement / Day		Key Items
				Box	File	
1	Mini Archive	Anik Tower	1,500	-	170	All types of Voucher boxes, AOF, LAF, Credit card opening & tracker form, Bank Statement, Card Embossing, ATM Journal
2	Orogenic	Near (Tongi)	18,740	45	348	
		Distance (to build)	7,436	14		
3	Data Safe	Near (Niketan)	8,378	0	931	
		Distance (Sreepur)	7,633	2	35	
4	Recall	Near (Uttara)	6,393	1	300	AOF, LF, Branch Items, Closing docs
		Distance (Tongi)	5,742	2	101	
Total			55,822	64	1,885	

### 3.1.9 LOCATION & SERVICE CHARGES OF EXISTING VENDORS:

BRAC bank's current 3 authorized vendor's location. Storage Capacity, security forces and costs are specifically mentioned in following table:

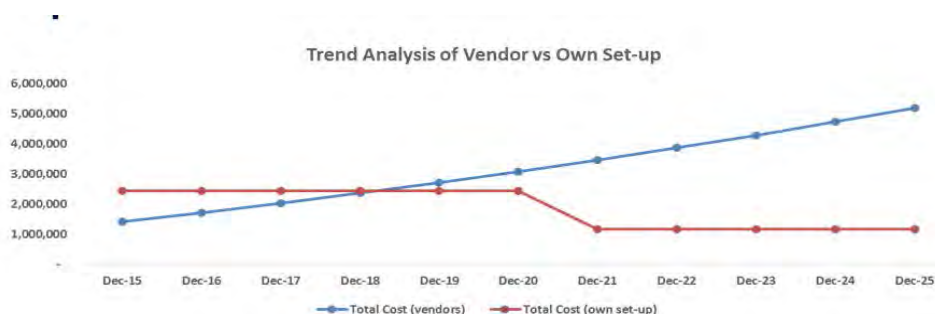
Particulars	Orogenic	DataSafe	Recall
Items stored	Account Opening Forms and most of PAN Bank boxes	All active SME & RET loan files and Closed loan files (distant WH)	Account Opening Forms, Closed loan files, SAM files and PAN Bank boxes
<b>A. Nearest warehouse</b>			
Location	At Gachha, Tongi	At Niketan (close to Anik Tower)	At Masterbari, Uttara
Capacity	Capable to take all	Limited (Max 8-10K boxes)*	Limited (can raise capacity)
Fire safety & security	Excellent (ISO certified)	Good	Good
Pick & delivery time	3-4 hrs (use cover vans)	30-45 min (open in rickshaw van)	1.5-2 hrs (use & have 1 cover van)
Transport	Upto 5 box Tk.100; rest Tk.10/file	Total free	Free 50 box & 700 file; rest Tk.10/file
Storage cost	Tk.30/box (eqvt. Tk.1.2/file)	Tk.70/box (@Tk.2.65/file 25/box)	Tk.29/box (eqvt. Tk.1.16/file)
Boxes Stored	19,396	7,560 (eqvt. to 1.99 lac loan files)	5,850
<b>B. Distant warehouse</b>			
Location	None (under negotiation)	At Sreepur (the farrest)	At Konabari
Capacity	N/A	Limited (max 10K boxes)	Up to 6K (Floor can be raised)
Fire safety & security	Not seen	Not up to the mark	Not up to the mark
Pick & delivery	N/A	5-6 hrs	3-4 hrs (delayed at times)
Transport	Free up to 100 box/month	Free (through public transport)	Upto 10 files Tk.250; rest Tk.10/file
Storage cost	Tk.18/box (offered)	Tk.12.50/box	Tk.12.50/box
Boxes Stored	Nil	9,108	4,899
* DataSafe is also reluctant to accept our Home Loan files (approx.10/box) for lack of space & low benefit issue			

### 3.1.9 BREAK DOWN OF EXISTING COST

The current archival cost paid for Jan-2017 has been BDT16 lac (approx), which is creeping up with additions of about 500 boxes per month (mostly for new loan and CASA/TD files).but with the proportion of increasing files/boxes the cost didn't increase in that way because of management cost efficiency of BRAC Bank authority through using multiple vendor's support. The cost comparison OF 4 years and increment proportion is given below:

Cost Break-up	Apr-2012		Mar-2016							
	Orogenic		Total		Orogenic *		DataSafe		Recall	
A. Storage	Box	Cost	Box	Cost	Nos.	Cost	Nos.	Cost	Nos.	Cost
No. of Boxes (Tongi/Uttara)	21,839	764,365	25,246	751,530	19,396	581,880	-	-	5,850	169,650
No. of Boxes (distant archive)	-	-	14,007	175,088	-	-	9,108	113,850	4,899	61,238
No. of Files (Niketan archive)*	-	-	7,560	527,732	-	-	199,144	527,732	-	-
<b>A. Total :</b>	<b>21,839</b>	<b>764,365</b>	<b>46,813</b>	<b>1,454,349</b>	<b>19,396</b>	<b>581,880</b>	<b>208,252</b>	<b>641,582</b>	<b>10,749</b>	<b>230,888</b>
<b>Avg. Storage Cost/Box</b>		<b>35</b>		<b>31.07</b>						
B. Movement										
No. of Files	28,874	199,450	2,737	27,955	1,333	13,330	-	-	1,404	14,625
No. of Transport	71	7,100	96	13,180	72	7,200	-	-	24	5,980
<b>B. Total :</b>	<b>28,945</b>	<b>206,550</b>	<b>2,833</b>	<b>41,135</b>	<b>1,405</b>	<b>20,530</b>	<b>-</b>	<b>-</b>	<b>1,428</b>	<b>20,605</b>
<b>Grand Total (A+B) :</b>	<b>50,784</b>	<b>970,915</b>		<b>1,495,484</b>	<b>20,801</b>	<b>602,410</b>	<b>208,252</b>	<b>641,582</b>	<b>12,177</b>	<b>251,493</b>
*Live loan files kept at DataSafe (Niketan warehouse) is equivalent to approx. 7,560 boxes (SME 1,63,603 /avg.25 & RET 35,541/avg.35 files per box)										
* Only Orogenic receives/delivers PAN bank boxes (all Branches & other Dept./Divisions) as per our initial arrangements with them										

In April 2012 total box storage and movement number is 21,839 and the storage cost was taken 970,915. and in 2017 BBL store almost 54k boxes which costs taken 16 lac. The proportion of storage cost does not increase that much to follow the box number increase proportionally.



**Graph: Comparative cost trend for last 10 years**

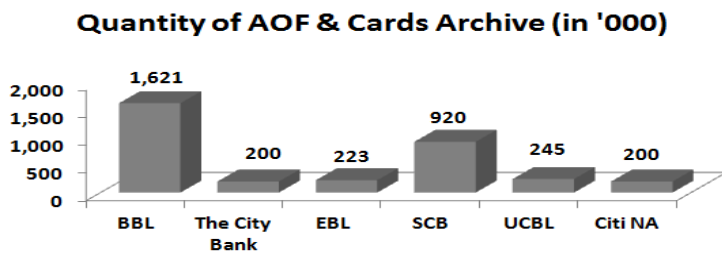
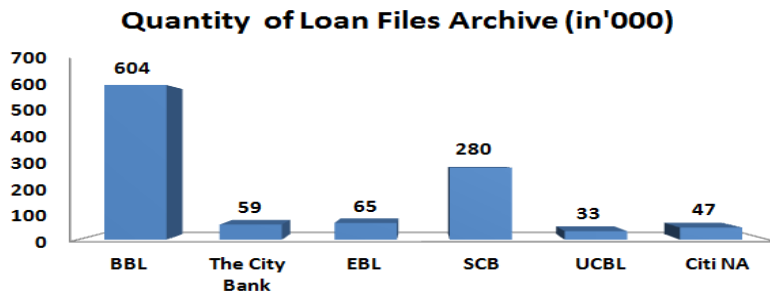


### 3.1.10 INDUSTRY ARCHIVING PRACTICE

In Bangladesh there are 63 scheduled banks and all of them operate their operations under Bangladesh Bank’s rules and regulations. Under Bangladesh bank preservation act 1991 every bank has to preserve their documents. The banking industry’s current trend of archiving data is given in chart where BBL scores higher than any one is 6.4%.

## Industry Archiving Practice

**Data Sourcing:** Telephone Conversation as on October,2015



**Key Points:**

- Except BBL, SCB & Citi NA, most banks keep files at own branch/ rented premises
- SCB & Citi NA send their closed files to Orogenic
- UCBL archive Loan files of corporate & retail at their head office
- Not all of them stores it in fire-proof cabinets or vault rooms
- BBL archive through 3<sup>rd</sup> party vendors (Orogenic, Data Safe & Recall)

## 3.2 DATA MANAGEMENT CHALLENGES

As per the 106<sup>th</sup> ERM meeting directives, BBL engaged a team to accumulate relevant data on current archival practice and limitations. Key findings of that study have been extracted as follows:

- Despite of engaging multiple archive vendors the capacity and support limitations still exist and vendors often fail to find / retrieve and provide urgent files or documents on time.
- Box specifications not identical and also the vendors do not accept one another's box, which highly impact our cost each time we move docs / boxes from one to new or another vendor.
- Archive database still managed manually using multiple data entry platforms (e.g. ConnectPlus, XRMS and excel sheet) and movement records cannot be ensured with 100% accuracy.
- Comprehensive records of all stored items are mostly not available with the concern docs owners (since many have left job) and also there is no monitoring if all their docs are duly archived or not.
- Cost and volume increases continuingly for lack of BBL's own Docs Retention & Destruction Policy. Docs' owners also not aware of it and sending all docs / records in a disorganized manner.
- Safety and security arrangements of all vendor warehouses are not of the same standard and the conditions are not adequately checked or monitored by any security experts from BBL.
- Files and boxes stored especially in distant warehouses involve movement costs as well as it may get damaged for inadequate application of heat, humidity and pest control measures by vendors.
- Mini archive at Anik Tower has a space limitation for increased volumes and movement handling of the Corporate and Retail Home Loan files.

### 3.2.1 LIMITATIONS OF ARCHIVE MANAGEMENT UNIT'S PRACTICES:

According to the 105<sup>th</sup> ERCM directives we studied current archiving practices and the finding are as follows:

Practices	Limitations
1. Lack of adequate archival record from the user end.	All dept. or users depends only on archival data or vendor's data.
2. Archival operations are basically manual and individuals using different software (X-RMS; Connect plus) and excel for indexing file/docs.	As a result the single control point missing.
3. a) No destruction policy took place. b) Most of the dept. keeps different contents in single box. c) There is no specification of time range in terms of Items preservation in a single box. d) Close files still exist with active files.	Volume of boxes and cost for archiving both increasing significantly.
4. Huge physical file movements for loan security doc's confirmations, closing, audit & inspection etc handled through multiple vendors and There is no right placement/filing mechanism through vendors while returned file/ docs.	The storage and particular movement tracking mechanism are undefined as a consequence security data missing, misplacing of files and takes more time to find and dispatch a file.
5. High value files ( <b>Corp, BEL, TP, IBP, MB &amp; HBL</b> ) preserve in own archive at Anik Tower which volume is gradually increasing.	BBL own archive space is limited and conservative for preserving gradual increased volume of documents.
6. No team/unit to verify the fire safety arrangements that ensures vendors following international fire safety standard.	Fire safety hazards and risk of documents missing still alive.
7. Employee's turnover and laps in data handover misplaced document.	Inadequate database formation and Difficult to make anyone accountable.

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### **3.2.2 ISSUES/PROBLEMS OBSERVED IN THE ORGANIZATION:**

BRAC Bank Limited is a full service scheduled commercial bank. It has both local and International Institutional shareholder. I feel fortunate to do my internship in such an organization BRAC Bank Limited- (Head Office). On that time I am learned from internship that seems too good to be true, doing what I am love and gaining the experience that will need for me real life and corporate life.

AS though, BRAC Bank is one of the fastest growing banks in the country. I have to faces some problems and constrains have been observed by me throughout my internship period. Below, such issues and problems regarding BRAC Bank Limited (Head Office) have been discussed.

#### **LACK OF SPACE FOR MOVING:**

It was large department, there are huge activities are performed by 25 employees in this department and everyday around 200/250 employee visit the department by working purpose. But there is a problem of enough space for moving. I am always feeling like crowded. Here having analog printer its sound was too annoyed.

#### **SHORTAGE OF DESK AND COMPUTERS:**

On the time of internship at AMU I had to face the shortage of desk and computers. That's way I can't give best support on the workplace. Sometimes software problem held on the working times. I think authority should concern about this issue.

#### **POOR WORKING ENVIRONMENT:**

I had been seen that employees are faced poor working environment. Because of the file movement dust will be high on the air. So that employees can't work with efficiently and employees are using mask in the time of work.

**LACK OF MAN POWER:**

Central operation is a large department in BBL. Here huge activities are perform according to work here number of employees are less. Always taking pressure from boss did the work. I think there needs to be add some new employees.

**LACK OF SECURITY SYSTEMS:**

There have no any security cameras in ours department. That's way sometime we lost document. So the management authority should set up number of security cameras in case of bank safety.

# **Chapter 4:**

## **Recommendations and Conclusion**

## 4.1 RECOMMENDATIONS ADDRESSING THE DATA MANAGEMENT CHALLENGES

Considering all the study and analyzing all the data I think the following suggestion will benefit both BBL and its customers:

1. Form a committee first to draft and circulate a **BBL Docs Retention & Destruction Policy** keeping in line with BB guidelines and after discussing with all docs owner groups.
2. Next to **initiate a project for checking and contents listing of all archived boxes** by taking representative support from each concern docs owner Division/Department, to re-arrange boxes (aligned with that policy) and facilitate periodic docs destructions to save archival cost.
3. Alongside the above project, taking IT support if required, **all concern docs owners to check and ensure whether they have duly archived all their files & records** (especially CASA/TD/Loan files).
4. Also to **early implement the in-house developed e-Archive software** and arrange for required training to all docs owner groups, users and archive unit staffs for effective database record and movement tracking.
5. Initiate a project to develop own set up as early as possible.

<b>Set-up on Gazipura Land (20,000 sft/40K boxes)</b>			<b>Cost (Tk.)</b>	<b>Dep.</b>
Pre-fabricated structure with foundation (3K/sft)			60,000,000	1,000,000
Iron racks 9'x5'x2' (100/2500 sft @ Tk.9k/rack)			7,200,000	120,000
Fire safety & other fittings (with furniture)			5,000,000	83,333
2-PC, 1-Printer, 1-Copier, 1-Scanner, 4-Trolley etc.			250,000	4,167
2-Pool vehicle (Pick-up Van)			5,000,000	83,333
<b>A. Total Set-up Cost/ Depreciation</b>			<b>77,450,000</b>	<b>1,290,833</b>
<b>B. Opportunity cost (@15%)</b>				<b>968,125</b>
<b>C. Operating cost</b>				<b>74,850</b>
Fuel cost (30km X 6 trip X 22 days)/8km/ltr X Tk.30)			14,850	
Vehicle Maintenance Costs			10,000	
Average Toner & Accessories Costs			15,000	
Connectivity, Utility & Tel Bills (Lump sum)			35,000	
<b>D. Staff Cost</b>		<b>Nos.</b>	<b>Pay/m</b>	<b>Total Pay</b>
Pool driver		2	12,000	24,000
Security guard (1/shift)		3	10,000	30,000
Outsourced staffs		8	8,000	64,000
<b>Total Monthly Cost (A+B+C+D)</b>				<b>2,451,808</b>

**Table: The own set-up initiate cost (estimated)**

6. Completion of pending task of SDC attachments with appropriate AOFs before shifting.
7. Feared to have misplaced docs/files for box concept, we opt to start file concept archiving for all active loan files and keep rest documents in boxes like before.

## 4.2 CONCLUSION

As an intern of BRAC Bank Limited I have truly enjoying my internship from the learning and experience viewpoint. I am confident that this three months internship program at EXIM Bank will definitely help me to realize my further carrier in the job market. BRAC bank has converted all of their system and policy of Data management system. I think which a very practical and bold decision is. As there are lots of local and foreign banks in Bangladesh the BRAC Bank Ltd. is promising commercial Bank among them. In this competitive market BRAC Bank has to compete not only the others commercial banks but also with the public Bank. BRAC Bank Ltd. is more capable of contributing towards economic development as compared with other bank. BRAC Bank Ltd. invested more funds in export and import business. It is obvious that the right thinking of this bank including establishing a successful network over the country and increasing resources will be able to play a considerable role in the portfolio of development. Success in the banking business largely depends on effective lending.

During the course of my practical orientation I have tried to learn the practical banking activities to realize it with my theoretical knowledge, which I have greathearted and going to acquire from various courses of my MBA Program



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