

An Internship Report on
Training & Development Process of Modhumoti Bank Limited
(Head Office)

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Submitted By

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Submitted Date: February 13, 2024

Letter of Transmittal

Date: February 13, 2024

To,

Mr. Siddiquir Rahman

Assistant Professor

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University (DIU)

Subject: Submission of Internship Report.

Dear Sir,

I have got an opportunity to research and prepare an Internship report. I am very much pleased to submit the report on “Training & Development Process of Modhumoti Bank Limited (Head Office)” which is the ruling prerequisite for the fulfillment of MBA program. This report is a result of the program that I have conducted during specified time. All the works presented here is done with utmost sincerely and honesty. I have tried to follow your guidelines in every aspect of planning of this report. I hope you will appreciate my effort.

In completing the report, I have tried my level best to conduct this report in a professional manner. I hope that this report will meet the standards of your judgment.

With best regards;

Sincerely yours,



Md. Akramul Hossen

ID: 0242220004083061

MBA® Program

Faculty of Business and Entrepreneurship

Daffodil International University (DIU).

Supervisor's Approval Certificate

This is to certify that Md. Akramul Hossen, bearing ID 0242220004083061, enrolled in the Faculty of Business and Entrepreneurship at Daffodil International University (DIU) for the Master of Business Administration (MBA) program, has completed the internship report entitled on “Training and Development Process of Modhumoti Bank Limited (MMBL) (Head Office)” under my supervision. The information and findings outlined in this report appear to be authentic.

I hereby approve this report and strongly recommend for the internship defense.

I wish him all the success in life ahead.



.....
Mr. Siddiqur Rahman

Assistant Professor

Department of Business Administration

Faculty of Business & Administration

Daffodil International University (DIU)

Student Declaration

I, Md. Akramul Hossen, declare that I have successfully completed my internship report on “Training & Development Process of Modhumoti Bank Limited (MMBL)” under the care and supervision of Mr. Siddiquir Rahman, Assistant Professor, Department of Business Administration, Faculty of Business & Entrepreneurship, Daffodil International University (DIU), as a requirement for the accomplishment of MBA degree.

I also declare that, this report is only prepared for my academic requirement, not for any other purpose and it does not contain material which has been accepted or submitted for any other degree at a university or any other institution. It might not be used with the interest of opposite party of the respected corporation.



Md. Akramul Hossen

ID: 0242220004083061

MBA® Program

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Daffodil International University (DIU).

Acknowledgement

In the pursuit of explaining the complications of Training and Development process of Modhumoti Bank Limited (Head Office), I extend my heartiest appreciation to **Mr. Siddiquir Rahman**, Assistant Professor, Department of Business Administration, my esteemed internship supervisor. His insightful guidance and proper support have been the foundation of this endeavor, elevating the quality and depth of this report.

The enormous experience afforded by Modhumoti Bank Limited (MMBL) has been instrumental in shaping my understanding of the banking industry's training dynamics. I would like to convey my profound appreciation to **Mr. Shafiqur Rahman**, EVP & Head of HRD, MMBL, for his constant and spontaneous support. Also the **entire team of Common Services Division**, MMBL, especially **Shah Md. Humayun Kabir**, VP & Head of CSD, MMBL, for his efficient care and guidance. I'm sincerely grateful to the entire team for providing me with an invaluable opportunity to delve into the shade of their organizational learning framework.

My gratitude extends to those individuals within the organization who graciously shared their time and insights, enriching the fabric of this report with practical wisdom. Their collaborative spirit has been instrumental in the realization of this research.

Executive Summery

This report is all about “Training & Development Process of Modhumoti Bank Limited (Head Office)”. It provides a comprehensive analysis of the training and development practices within the MMBL. The report is structured into four chapters, each addressing crucial aspects related to the organization’s training and development framework.

Every company are experiencing changes due to modern technologies, rapid development of knowledge, globalization of worldwide business and development of e-commerce. To remain a strong position in this competitive environment, companies should take necessary steps to attract, motivate and retain their manpower. Training is not very much luxurious steps, it is very much necessity if the companies wishes to participate in the global and modern digitalized marketplaces by offering high qualitative products and services.

This report address a thorough examination of the training and development process at Modhumoti Bank Limited (MMBL), offering valuable insights into its methodologies and outcomes. Through diligent analysis, it highlight the MMBL’s proactive stance towards nurturing a skilled workforce equipped to navigate the complexities of the modern banking industry.

By inspecting different training modulations, from traditional workshops to innovative experimental learning approaches, it unveil the depth of MMBL’s commitment to employee growth and organizational development. Moreover, the assessment underscores the strategic alignment between training objectives and MMBL’s comprehensive goals, emphasizing the integral role of continuous learning in driving employee engagement and long-term business development.

Furthermore, this report identifies major areas of strength and opportunities for improvement within Modhumoti Bank Limited (MMBL)’s training and development framework. By recognizing the correlation between effective training initiatives and enhanced employee performance, this report offer actionable recommendations aimed at further optimizing the MMBL’s training and development processes.

The analysis emphasizes the importance of encouraging a culture of continuous learning, supported by healthy feedback mechanisms and customized development trails. Through these strategic interventions, Modhumoti Bank Limited (MMBL) can not only stimulate employee competencies but also reinforce its position as a front-liner in the dynamic banking industry, assured for sustained growth and innovation.

This report offers a comprehensive exploration of the training and development processes of Modhumoti Bank Limited (MMBL). By understanding the organizational context, analyzing specific training methodologies and providing actionable recommendations, the report aims to contribute to the enhancement of the MMBL’s workforce development strategies.

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Chapter- 01

Introduction

1.1 Background of the study

The MBA Internship program prerequisite for the completion of the professional MBA program of Daffodil International University (DIU). It has been done through the Faculty of Business and Entrepreneurship under the MBA program, Major in Human Resource Management (HRM). The eligibilities for the internship are those students who have completed their required credit for the MBA program. During my internship program; I had the privilege of working in the Modhumoti Bank Limited, Head Office which is the most recognized commercial 4th generations organization in Bangladesh.

During my three months internship program; I have learned about the real life application of business operations that I covered in the theoretical way in the classroom. This report is all about “Human Resource Training and Development of Modhumoti Bank Limited”. I strongly believe that this subject has been helped me to learn all criteria that exists in Training and Development process that are widely used in this modern eras business field. I am really pleasure to work for an organization that has such a well-organized policy which not only just balanced, but also proper common practice. I hope the knowledge I gain here will help me in future career to contribute any organizational development.

1.2 Objective of the report

The objective of the study is divided into two major parts. They are following in below.

1.2.1 Primary Objective

The primary objective of this report is to understand and evaluate the Training and Development process of Modhumoti Bank Limited.

1.2.2 Secondary Objective

The secondary objective of this report are following in below.

- ✓ To analysis of the Training process of Modhumoti Bank Limited (Head Office)
- ✓ To explain the Development process of Modhumoti Bank Limited (Head Office)
- ✓ To identify the problems related to Training and Development program
- ✓ To provide some recommendations based on the problems

1.3 Scope of the Study

The scope of this study about the training and development procedure and its outcome of Modhumoti Bank Limited (MMBL). MMBL one of the fastest growing 4th generations commercial bank in Bangladesh. This studies emphasize has been limited to Modhumoti Bank head office, Gulshan Avenue, Dhaka. Because my internship placement was there.

This paper covers the Human Resource Training and Development of MMBL. The findings of this study is to provide the insight into the banks Workforce training and development. This study specifically looks into the MMBL’s cultural establishment, background objectives, values as well as development of workforce and employees moral satisfaction.

1.4 Methodology

This report has been made by using the practical experiences that I gathered throughout the internship period. This study is based on the number of specific literature as well as the practical knowledge, formal and informal interviews, clear observation, different author's journal review, Modhumoti Bank Limited internal circular and publications, office records as well as the help of some information of MMBL which has been provided by MMBL authorities.

1.4.1 Research Type:

This report entitled of "Training and Development process of Modhumoti Bank Limited (Head Office)" which focuses on operating qualitative research within the view of MMBL (Head Office). The methodology of qualitative research which emphasizes agreement and demonstrating the social phenomena under the general investigation. In the view of this report, the research is designed to evaluate and explore the various phases of the training and development processes which implemented by MMBL (Head Office).

Qualitative research generally involves in observations, focus group discussions and gather detailed information by document analysis. The major objective is to gather insights into the complexities of the training and development actions at MMBL, including the effectiveness of programs, and the impact on human resource performance and organizational growth. Through the qualitative research, the intern goals is to provide a comprehensive scenario of the trial and strategies which conducted by MMBL in processing the skills and competencies of its human resource.

1.4.2 Nature of the Research:

This report is composed on a descriptive research approach. Descriptive research is a methodology which seeks to provide a detailed record and comprehensive analysis of the existing shapes, practices and procedure within an individual context. In this study, the main focuses on the training and development process which enforce by Modhumoti Bank Limited.

The nature of Descriptive research has comprehensively involves to gathering and organizing information to deliver an accurate and pictorial subject under the investigation. Through this research, the intern goals is to explain the various components of Modhumoti Bank's training and development procedure including the overall structure of the programs and the methodologies. This report will likely involve a detailed explanation of the training modules, process of delivery and any other important factors which helps to the effectiveness of the training and development actions at MMBL. By adopting a descriptive research approach, the goal is to provide a comprehensive representation of the training and development scenario within the Modhumoti Bank Limited, providing valuable perceptions for internal improvement and external understanding of company practices.

1.4.3 Sources of Data

The sources of data of this report has been divided into one major category. Which is secondary sources of data that following in below.

1.4.3.1 Secondary Sources of Data

I use to follow up a range of research paper, publications, journals, textbooks and also vast number of news articles to combine the practical knowledge and theoretical knowledge to make a conclusions for this study. The main purpose of this research is to understand and determine the Human Resource Training and Development. For this subject; I collect this information from the following rang of boundary.

- ✓ Data from the website of the Modhumoti Bank Limited.
- ✓ Related Publications.
- ✓ Statement of the specific documents relates to Training and Development process that provided by MMBL.
- ✓ Training and Development policies of Bangladesh Bank.
- ✓ Annual Training and development report of MMBL.
- ✓ Training and Development policies of Bangladesh Bank.
- ✓ Training and Development related office memo.

1.5 Limitations of the Study:

To reaching the objectives of this report it's mandatory that I had to defend some limitations. There are some limitation that I faced while completing this report that following in below.

- It is kind of impossible for me to research everything about Modhumoti Bank Limited within this short duration which was three months.
- There are some very secret information about this topic has been drafted at high secure server for the security of this Bank. It's not possible to collect or use those information by stepping thread of banking valuable data.

Chapter – 02

Organizational Overview

2.1 Profile of Modhumoti Bank Limited (MMBL)

Modhumoti Bank Limited is one of the high performing, socially responsible and compliant 4th generation's Private Commercial Bank in Bangladesh. The bank was commenced its operations on September 19, 2013 with the view to contribute in all the segments of banking procedure under the supervision of Bangladesh Bank.

There are three kinds of progressive steps for shaping banking activities in format line with the private commercial banking framework provided by central bank of Bangladesh including Nationalization, Privatization and Financial sector formation. Modhumoti Bank Limited have 50 branches and 114 agent points all over the Bangladesh. Their corporate Head Office is located in Gulshan Avenue, Gulshan, Dhaka.

2.2 Corporate Information

Name of the Bank	: Modhumoti Bank Limited
Status	: Private Limited Company
Date of Establishment	: September 19, 2013
Chairman	: Humayun Kabir
Managing Director	: Md. Shafiul Azam
Deputy Managing Director	: Shahnawaj Chowdhury (COO), Kamrul Hasan Khan (CBO), & Arab Fazlur Rahman (CRO)
Head office	: Khandker Tower, 94 Gulshan Avenue, Gulshan, Dhaka

2.3 Mission of Modhumoti Bank Limited

There are several mission have exists on Modhumoti Bank Limited for accomplishing the economic growth of country's development and to contributes the organizational development for reach their goal. The mission of MMBL are following in below.

- ✓ Fast customer service.
- ✓ Maintain sustainable growth.
- ✓ Follow strong business ethics.
- ✓ Offer quality financial services with latest technology.
- ✓ Provide smooth return on shareholder's equity.
- ✓ Attract and retain qualified human resource.
- ✓ Maintain corporate social responsibility.
- ✓ Explore un-banked areas.

2.4 Vision of Modhumoti Bank Limited

Modhumoti Bank Limited has its long term vision to lead the new generation of local commercial banks by overstep in the customer delivery through insight empowered employees, smart use of technology and to provide a full range of highest quality products and service.

2.5 Objectives of Modhumoti Bank Limited

Modhumoti Bank Limited have some specific objectives to contribute the country's development and to contribute the organizational wellbeing.

- To contribute purposely towards the development of the nation through socially responsible business.
- To generate profit and to ensuring the sustainable growth by providing the fair returns to the shareholders.

2.6 Management Hierarchy of Modhumoti Bank Limited



2.7 Different Banking Process of Modhumoti Bank Limited

As the basis of banking act which provided by Bangladesh Bank to enabled the reminded of affiliation of banking industry in Bangladesh; Modhumoti Bank Limited started their operations by following segments in the banking industry of Bangladesh.

- ✓ Corporate Banking.
- ✓ SME Banking.
- ✓ Retail Banking.
- ✓ Agent Banking.

Chapter - 03

Analysis

3.1 Human Resource Training and Development

Human Resource Training and Development can be impression as the progressive and purposeful procedure by which organizations enrich the capabilities, efficiency and the potential of its human capital. It enhance the employees knowledge, skills and attitudes which aligning them with the strategic vision and evolving contribution of the organization.

HR T&D is the hub of learning methods and kind of growth initiatives which reflect the individuals within an organization to adopt the change, also to proactively invent the innovation and excellence. It directly contribute to continuous improvement, collaboration and transforming employees into the vital assets for organizational success.

Part – A (Training)

3.2 Training Process

The Training Process involves the systematic steps to ensure that the employees obtain the knowledge, skills and attitudes which required for their roles within an organization. The general outline of training process are following in below.

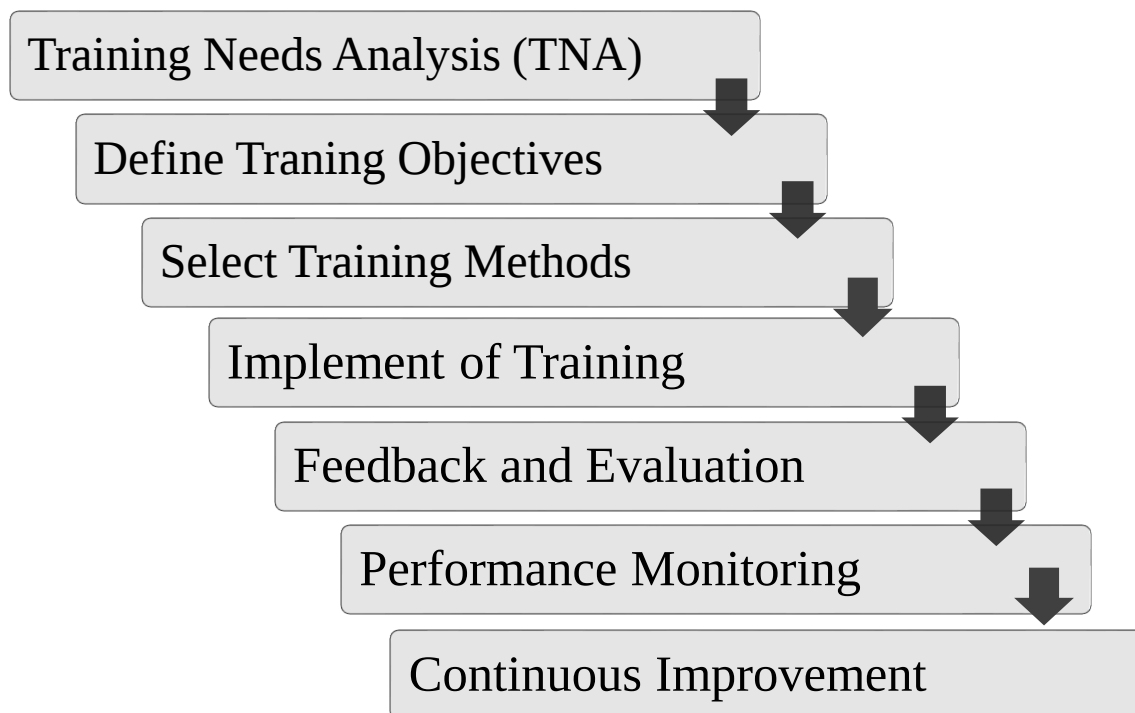


Figure: Training Process

Training Needs Analysis (TNA)

3.2.1 Training Needs Analysis (TNA)

Find out the skills and gaps of knowledge inside the organization through Training Needs Analysis. It involves imposing the present performance levels, future organizational goals and employee capabilities. The key steps of Training Needs Analysis (TNA) that following in below.

3.2.1.1 Identify Objectives

- ✓ Understand business goals and strategic objectives.
- ✓ Align training program with organizational mission.

3.2.1.2 Assess Current Competencies

- ✓ Conduct interviews, surveys and performance evaluations to assess competencies.
- ✓ Evaluate existing skills, knowledge and competencies.

3.2.1.3 Identify Performance Gaps

- ✓ Compare present competencies with desired individuals.
- ✓ Highlight the areas where the performance gaps exist.

3.2.1.4 Develop and Implement Training Programs

- ✓ Ensure relevant training program and alignment with organizational objectives.
- ✓ Establish the training programs for various positions and provide necessary resources and support.

3.2.1.5 Evaluate Training Effectiveness

- ✓ Evaluate the impact on performance and skill development.
- ✓ Collect feedback from participants.

The above mention steps are the general overview of TNA.

3.2.2 Methods of Training Needs Analysis (TNA)

The methods of TNA which Modhumoti Bank Limited (MMBL) use to apply for trained their employees that following in below.

3.2.2.1 Surveys and Questionnaires:

- ✓ Design and distribute surveys or questionnaires to employees, supervisors and managers to gather their perspectives on training needs within the MMBL.
- ✓ Ask questions related to skills, job tasks and areas where additional training may be beneficial within the MMBL.

3.2.2.2 Interviews

- ✓ Conduct one-on-one or group interviews with employees, supervisors and other stakeholders within the MMBL.
- ✓ Gather qualitative data about job responsibilities, challenges and areas where employees feel that they need additional training within the MMBL.

3.2.2.3 Performance Appraisal Data

- ✓ Review performance appraisal information to identify areas where employees might be struggling or where there is a consistent need for improvement within the MMBL.
- ✓ Use performance metrics to identify specific skills or knowledge gaps within the MMBL.

3.2.2.4 Observations

- ✓ Observe employees in their work environment to identify areas where efficiency can be improved within the MMBL.
- ✓ This method is particularly useful for jobs that involves specific skills or tasks that can be observed directly within the MMBL.

3.2.2.5 Job Analysis

- ✓ Conduct through analysis of job roles and responsibilities within the MMBL.
- ✓ Identify the key competencies and skills required for each position and compare them with the current skills of human resource within the MMBL.

3.2.2.6 Technological Assessments

- ✓ In industries where technology plays a crucial role, assess employees' proficiency in relevant materials and technologies.
- ✓ MMBL assesses to identify the areas where additional training on new technologies is required.



3.2.2 Define Training Objectives

Define clearly the goals and objectives of the training program. These objectives should clearly meet with the general business strategy and manage specified needs identified during the Training Needs Analysis. The general overview of Training Objectives which Modhumoti Bank Limited (MMBL) use to apply for employee training that following in below.

3.2.2.1 Customer Service Excellence

- ✓ Develop customer service skills to ensure a positive customer proficiency.
- ✓ Enhance problem solving abilities, communication skills and customer interaction manner.

3.2.2.2 Compliance and Regulatory Training

- ✓ Ensure that employees are well informed in regulatory requirements.
- ✓ Provide training on anti-money laundering (AML) regulations, Know Your Customer (KYC) procedures and other relevant compliance areas within the MMBL.

3.2.2.3 Digital Banking Competence

- ✓ Equip employees with the necessary skills to navigate and support digital banking platforms within the MMBL.
- ✓ Provide training on online banking systems, mobile apps and other digital platforms for relevant outcome within the MMBL.

3.2.2.4 Risk Management

- ✓ Improve employees understanding about risk management principles.
- ✓ Provide training on identifying and mitigating risks associated with banking operations.

3.2.2.5 Performance Improvement

- ✓ Support employees in achieving performance goals and targets within the MMBL.
- ✓ Identify areas for improvement through performance assessments and provide targeted training to address skill gaps.



3.2.3 Select Training Methods

Select appropriate training program based on the nature of the motive and the target audience. Training program may include case studies, monitoring, role playing, lectures or online courses. The general overview of Training Methods which Modhumoti Bank Limited use to apply for employee training that following in below.

3.2.3.1 On-the-Job Training

- ✓ MMBL employees learn by performing tasks within their actual work environment.
- ✓ It's an effective method for roles where hand-on experience is vital thing to memorize its actual responsibilities within the MMBL.

3.2.3.2 Class Training

- ✓ MMBL provides traditional classroom sessions include an instructor leading a group of employees through discussions, lectures and presentation.
- ✓ It's a suitable method for delivering base knowledge, compliance training and policy updates.

3.2.3.3 E-Learning

- ✓ Online training platforms and courses are used to deliver content to employees and allowing them to learn at their own pace within the MMBL.
- ✓ E-learning is very convenient and can cover a wide range of topics, involve in product knowledge, customer service and compliance within the MMBL.

3.2.3.4 Mentoring and Coaching

- ✓ New employees might be paired with experienced mentors who provide guidance, offer support and share insights within the MMBL.
- ✓ Coaching sessions focus on individual development and can address individual challenges or areas for enhancement within the MMBL.

3.2.3.5 Cross-Training

- ✓ Employees are trained in various divisions within the MMBL to enhance their creativity and adaptability.
- ✓ Cross-Training can be beneficial for succession planning and ensuring a well-rounded skill set all over the employees within the MMBL.

3.2.3.6 off-the-Job Training

- ✓ MMBL operate workshops and seminars which involves hands-on activities, case studies and interactive exercises.
- ✓ Employees access training materials, modules and courses through online platforms.
- ✓ Employees are granted leave to pursue professional certifications.



3.2.4 Implement of Training

Delivering the training program based on the established plan. It might be involve organizing workshops and scheduling sessions. Trainers should sufficiently communicate the topic and engage participants. The overview of implementation of training which Modhumoti Bank Limited use to apply for employee training that following in below.

3.2.4.1 Orientation and Onboarding

- ✓ New employees usually face an orientation program which introduces them to the MMBL's culture, values and policies.
- ✓ Onboarding might be include an overview of the organization's structure, history and key personnel within the MMBL.

3.2.4.2 Development of Training Modules

- ✓ Make training modules based on identified needs which might cover a range of topics including product knowledge, banking rules, compliance and customer service.
- ✓ Modules can be delivered through different formats including workshops, e-learning or in-person sessions within the MMBL.

3.2.4.3 Delivery of Training

- ✓ According to the predetermined schedule; implement the training program within the MMBL.
- ✓ Choose appropriate delivery methods which might be involve in-person training sessions, e-learning platforms and virtual classrooms or mixed of these approaches.

3.2.3.4 Trainer Qualifications

- ✓ MMBL authorities always ensure that trainers possess the necessary expertise in banking, effective communications skills and a good understanding of Modhumoti Bank Limited's values and operations.
- ✓ Trainers might be internal staff or external experts, depending on the training content.

3.2.4.5 Assessment and Evaluation

- ✓ Implement assessments to measure the effectiveness of the training within the MMBL.
- ✓ Supervise evaluations to collect feedback from participants and use those feedback to improve future training sessions within the MMBL.

3.2.4.6 Monitoring and Follow Up

- ✓ Monitor the improvement of participants throughout and after the training program within the MMBL.
- ✓ MMBL provide ongoing support and follow-up to address any additional training needs that may arise.



3.2.5 Feedback and Evaluation

Collect feedback during and after the sessions from participants. It can be done through discussions, surveys or assessments. Based on the feedback; evaluate the effectiveness of training which meets its objectives and planning for future training program accordingly. The general overview of feedback and evaluation method which Modhumoti Bank Limited use to apply for training program that following in below.

3.2.5.1 Participant Feedback Surveys

- ✓ Distribute surveys after training to the training participants within the MMBL.
- ✓ Include questions about content, delivery methods, overall satisfaction and trainer effectiveness within the MMBL.

3.2.5.2 Post Training Assessments

- ✓ Provide administration assessments or quizzes after training within the MMBL.
- ✓ Evaluate participants understanding and knowledge retention within the MMBL.

3.2.5.3 Skill Application

- ✓ Assess the participant's ability to implement new skills within the MMBL.
- ✓ Use On-the-Job observations or assessments after training within the MMBL.

3.2.5.4 Key Performance Indicators (KPIs)

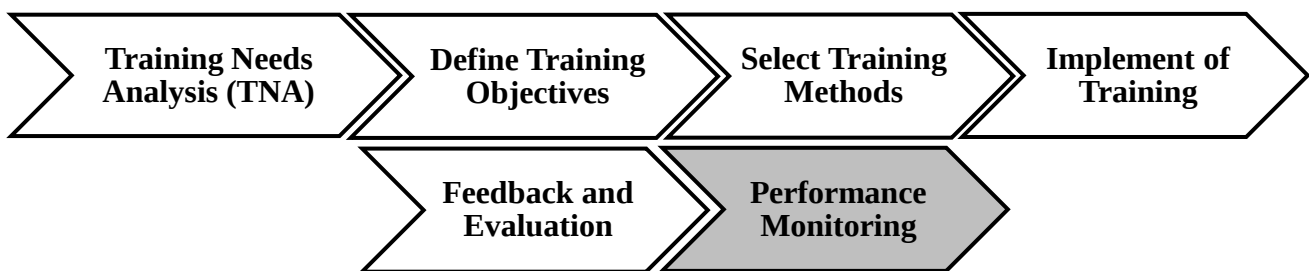
- ✓ Establish KPIs related to training objectives.
- ✓ Measure success rate in terms of improved performance, customer service and productivity.

3.2.5.5 Managerial Feedback

- ✓ Collect feedback from the managers or supervisors after training within the MMBL.
- ✓ Capture observations of changes in team member's performance.

3.2.5.6 Continuous Improvement

- ✓ Implement a continuous feedback loop within the MMBL.
- ✓ Continuously review and adjust training programs based on feedback and evaluation results within the MMBL.



3.2.6 Performance Monitoring

Assess the impact of the training on their regular job performance by monitoring the performance of employees post-training. It might be involves Key Performance Indicators (KPIs) and daily check-in to ensure sustained improvement. The general overview of performance monitoring which Modhumoti Bank Limited (MMBL) use to apply for evaluation after training that following in below.

3.2.6.1 Establish Clear Performance Metrics

- ✓ Define Key Performance Indicators (KPIs) that align with the objectives of the training within the MMBL.
- ✓ Those metrics might involve improvements in job-specific skills, enhanced customer satisfaction and enhanced productivity within the MMBL.

3.2.6.2 Regular Performance Reviews

- ✓ Conduct regular performance reviews for human resource who have participate on training within the MMBL.
- ✓ Assess if there are noticeable improvements in their performance compared to pre-training levels within the MMBL.

3.2.6.3 Adjustments to Training Programs

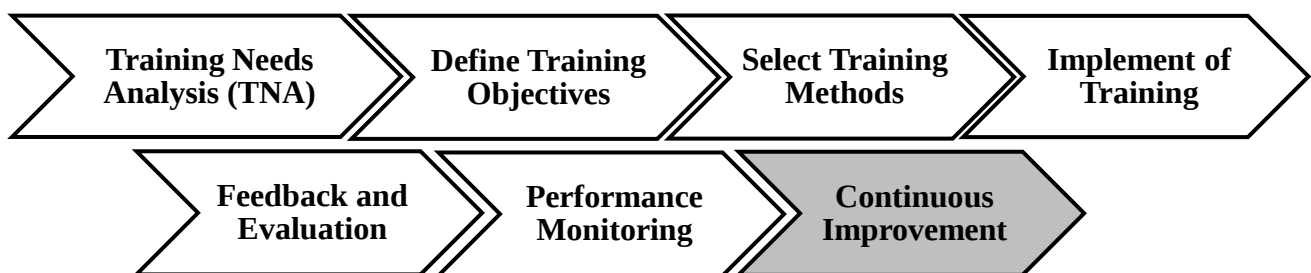
- ✓ Make adjustments to training programs as needed based on the performance monitoring results within the MMBL.
- ✓ Identify areas for improvement and regularly update training content or delivery method accordingly within the MMBL.

3.2.6.4 Recognition and Reward

- ✓ Recognize and reward to the employees who demonstrate exceptional performance after training within the MMBL.
- ✓ It can drive as positive reinforcement and motivation for other employee within the MMBL.

3.2.6.5 Surveys and Follow-Up

- ✓ Administer follow-up surveys to participants to perceive the long-term impact of the training on their job performance within the MMBL.
- ✓ Use surveys to find any ongoing challenges or areas where additional support might be needed within the MMBL.



3.2.7 Continuous Improvement

Use performance appraisal data and feedback data to continuously improve the training program. Redesign the training tools, topic and methods based on progressing organizational needs and changes in the business culture. The general overview of continuous improvement which Modhumoti Bank Limited (MMBL) use to apply for effective employment that following in below.

3.2.7.1 Feedback Collection

- ✓ Conduct post-training surveys, interviews or focus group assessment to gather participant feedback.
- ✓ Assess their perspectives on content, delivery and effectiveness of the training.

3.2.7.2 Managerial Feedback

- ✓ Seek feedback from managers and supervisors working closely with trained employees within the MMBL.
- ✓ Gain insights into how well the training convert into improved job performance within the MMBL.

3.2.7.3 Employee Self-Assessment

- ✓ Encourage employees to self-assess progress after training for continuous improvement within the MMBL.
- ✓ Gain insights into specific perspectives on areas for improvement within the MMBL.

3.2.7.4 Benchmarking and Best Practice

- ✓ Compare outcomes with banking industry benchmarks and best practices.
- ✓ Identify areas for adopting new approaches or technologies to stay competitive within the MMBL.

3.2.7.5 Documentation and Reporting

- ✓ Document the continuous improvement process and outcomes within the MMBL.
- ✓ Continuously report on training program effectiveness to relevant stakeholders.

By following above steps, Modhumoti Bank Limited (MMBL) provide the training program to the employees to ensuring that the training efforts contribute positively to both individual and organizational development.

3.3 Training Institute

The training institute for banking sector of Bangladesh is known as the Bangladesh Institute of Bank Management (BIBM). Modhumoti Bank Limited (MMBL) also involved with BIBM for trained their employee and management body. BIBM established in 1974 as the national institution of bank management. It provides training, research and consultancy service to the banking sector of Bangladesh. BIBM offers various training program, seminars, workshops and research facilities to professionals working in the banking industry of Bangladesh. It plays a crucial role in enlarge the skills and knowledge of banking professionals and contributing to the overall development of the banking sector in Bangladesh.

3.4 Training Technology

Training technology is an instructional system which engages technology to deliver content and facilitate learning within the MMBL. There are many technical method use to apply for employee training such as Learning Management Systems (LMS), virtual classrooms and e-learning modules. It plays a vital role enhance the learning process for contributing the overall development of MMBL.

3.5 Training Center

MMBL Learning and Development Center- Explore is the training center of Modhumoti Bank Limited. It has also a digital extension known as MMBL E-Learning. The objective of MMBL E-Learning is to enable digital and distance learning for the employees of MMBL by providing quality content. MMBL Learning and Development Center- Explore provides quality training, seminars and various workshops to enhance the employees' knowledge and skills for contributing the development of MMBL.

Modhumoti Bank organised a day-long training programme

Tuesday, 10 November 2020



Modhumoti Bank Limited organised a day-long training programme on "Loan Recovery Management with special focus on Artha Rin Adalat Ain-2003" held at Modhumoti Learning & Development Center - Explore on Saturday. Md. Shafiul Azam, Managing Director & CEO of Modhumoti Bank Limited, inaugurated the programme. Shahnawaj Chowdhury, DMD & Chief Operating Officer, and Md. Shafiqur Rahman, SVP & Head of HRD, along with other officials were also present.

Figure: MMBL Learning & Development Center- Explore

3.6 Trainers

Bangladesh Institute of Bank Management (BIBM) officials are the trainers who trained the MMBL's employee. From the trainers include Mr. Mohammad Sohail Mustafa, CFA, Director (Training & Certification



Program), BIBM, Mr. Tofayel Ahmed, Assistant Professor, BIBM, Ms. Maksuda Khatun, Assistant Professor, BIBM and many more personnel. Also MMBL senior management officials trained their employees.

Figure: Foundation Training of 24 officials from MMBL at BIBM

3.7 Training Room

Training rooms in MMBL and BIBM are designed to facilitate learning and development for employees. They are usually equipped with courtesies and technology to support different types of training sessions, seminars and workshops. Here are some specific features that MMBL usually arranged in a training room that following in below.

3.7.1 Seating Arrangement

The training room of MMBL have flexible seating arrangements, involves tables and chairs that can be easily rearranged to accommodate various training formats, like group discussions, lectures and presentations.

3.7.2 Audio-Visual Equipment

Training rooms of MMBL often features audio-visual equipment involves projectors, screens and sound systems to conduct multimedia presentations and sessions or training videos.

3.7.3 Whiteboards or Flipcharts

Those are used for visual aids during training programs, allowing trainers to deliver concepts and brainstorm ideas.

3.7.4 Training Materials

The room have been stocked with various training materials, including manuals, handouts, textbooks and other resources related to training programs.

3.7.5 Privacy and Security

Privacy and security measures might in place to protect the sensitive data and ensure confidentiality during training programs depending on the nature of the training.

3.7.6 Refreshment Facilities

Many training sessions have provisions for refreshments like tea, coffee and water also provide lunch to keep participants hydrated and stay focused during long training programs.

The above mentioned steps are the setup of training room where MMBL usually provide training and other sessions to the employees.

Part- B (Development)

3.7 Development Process

The Development process after training involves advancing attempts to support and enhance the knowledge, skills and overall growth of human resource. It focuses on initial training and continuous learning and development throughout fellow career within an organization. The outline of the development process which Modhumoti Bank Limited use to apply for human resource development are following in below.

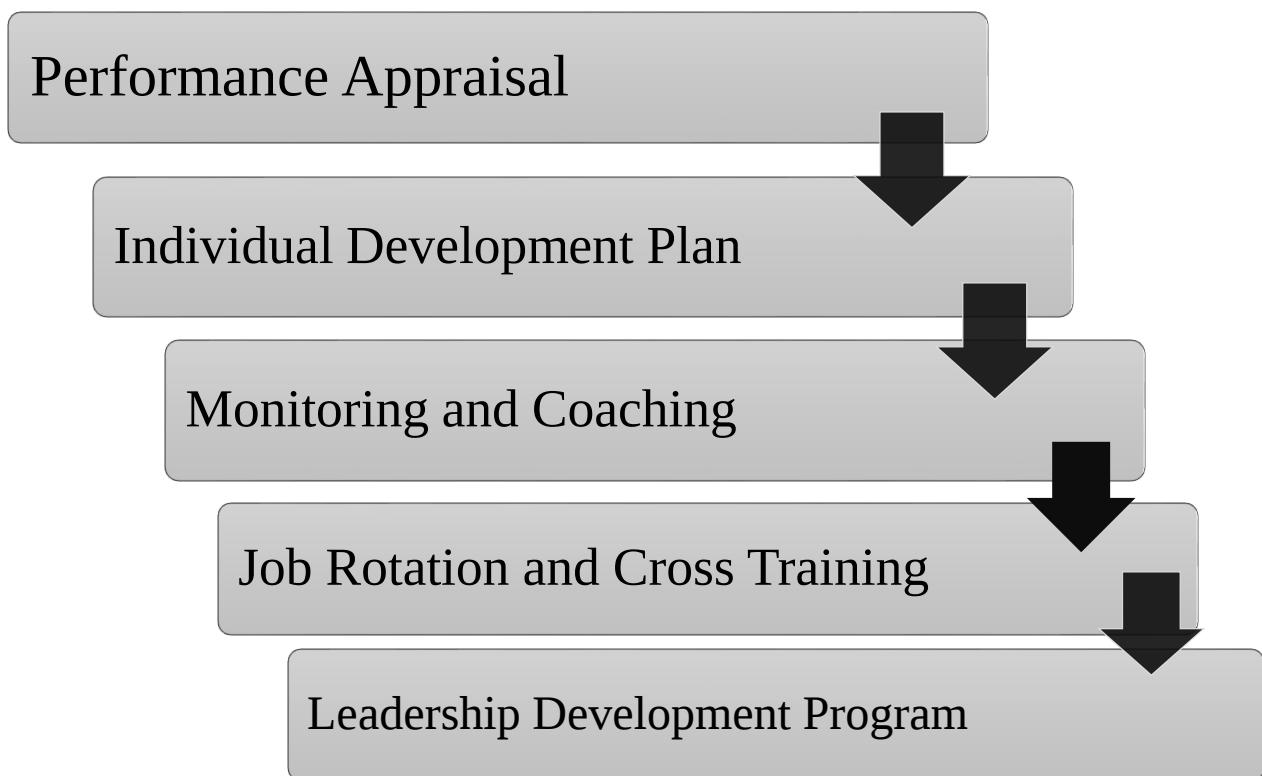


Figure: Development Process

Performance Appraisal

3.7.1 Performance Appraisal

Operate continuous performance appraisals to impose employee's contributions and determine the areas for improvement. Review development opportunities, career objectives and provide creative feedback. The general overview of performance appraisal which MMBL use to apply for employee performance appraisal that following in below.

3.7.1.1 Management by Objectives (MBO)

- ✓ Employees and managers collaboratively set specific, relevant and measurable objectives within the MMBL.
- ✓ Performance has been evaluated based on the accomplishment of selected objectives within the MMBL.

3.7.1.2 360-Degree Feedback

- ✓ In 360-Degree Feedback method involves collecting feedback from multiple sources, including peers, supervisors, subordinates and even customers.
- ✓ It provides a comprehensive view of an employee's performance from various perspectives within the MMBL.

3.7.1.3 Competency-Based Assessment

- ✓ Competencies involves communication skills, leadership and teamwork are assessed to determine an employee's overall effectiveness.
- ✓ Competency-Based Assessment method focuses on the skills and behaviors relevant to the employee's role within the MMBL.

3.7.1.4 Ranking Method

- ✓ Employees are ranked from Excellent to below average based on their performance.
- ✓ Ranking Method helps to identify high-performing and low-performing employees relative to their peers within the MMBL.

3.7.1.5 Checklist Method

- ✓ Checklist Method involve in performance criteria that is used to evaluate an employee's performance within the MMBL.
- ✓ In this method, supervisors mark whether specific criteria are meet or not.



3.7.2 Individual Development Plans (IDPs)

Cooperate with human resource to make individual development plans that showcase their career determinations and the specific skills they need to develop. To align with these plan by tailoring development opportunities. The general overview of IDPs which Modhumoti Bank use to apply for employees individual development that following in below.

3.7.2.1 Goal Setting

- ✓ Employees in collaboration with their supervisors or managers to identify specific short-term and long-term goals within the MMBL.
- ✓ Those goals should align with the individual's career aspirations and the strategic objectives of the MMBL.

3.7.2.2 Strengths and Areas of Improvement

- ✓ Assessing an employee's strengths and areas for improvement is a crucial steps.
- ✓ This evaluation might be based on performance appraisals, self-assessment and feedback from peers and supervisors within the MMBL.

3.7.2.3 Action Steps and Timeline

- ✓ Clearly outline the action steps that need to be taken to achieve the identified goals within the MMBL.
- ✓ Establish a realistic timeline for the completion of each steps, keeping in mind the employee's work responsibilities and others commitments within the MMBL.

3.7.2.4 Progress Monitoring

- ✓ By establishing a system for monitoring progress MMBL use to monitor the overall development.
- ✓ This may involve continuous check-ins between the employee and their supervisor, progress reports and self-assessment against the development plan.

3.7.2.5 Review and Update

- ✓ Periodically review and update the Individual Development Plan (IDP) to ensure it remains aligned with the employee's evolving career goals and the organizational needs within the MMBL.
- ✓ Adjust the plan as necessary based on changes in roles, responsibilities and skill requirements.



3.7.3 Monitoring and Coaching

Apply monitoring and coaching programs where expert human resources coach others. It improves skill development, knowledge transfer and delivers advice for career advancement. The general overview of monitoring and coaching which Modhumoti Bank Limited (MMBL) use to apply for employee development that following in below.

3.7.3.1 Progress Reports

- ✓ Employees can submit regular progress reports outlining achievements, challenges and the status of their development goals within the MMBL.
- ✓ These reports provide a structured way for employees to communicate their progress within the MMBL.

3.7.3.2 Technology Tools

- ✓ Utilize technology tools for tracking and monitoring employee development within the MMBL.
- ✓ Technology tools include performance management application, learning management systems and other tools to streamline the monitoring process within the MMBL.

3.7.3.3 Identification of Coaching Needs

- ✓ Through performance appraisals, feedback sessions and discussions, identify specific areas where employees require coaching for skill enhancement or overcoming challenges within the MMBL.

3.7.3.4 Skill-Based Coaching

- ✓ Provide one-on-one coaching sessions focused on developing specific skills and competencies within the MMBL.
- ✓ This can involve communication skills, leadership abilities, technical skills or any other areas relevant to the employee's role.

3.7.3.5 Feedback and Recognitions

- ✓ Offer timely and constructive feedback during coaching sessions within the MMBL.
- ✓ Acknowledge achievements and provide guidance on areas for improvement within the employees of MMBL.
- ✓ Recognition and encouragement are essential components of effective coaching within the MMBL.



3.7.4 Job Rotation and Cross-Training

Propose opportunities for cross training and job rotation to disclose employees to various functions and roles within an organization. It expands their perspective and skills. The general overview of job rotation and cross-training which Modhumoti Bank Limited (MMBL) use to apply for employee development that following in below.

3.7.4.1 Skill Development and Employee Engagement

- ✓ Employees acquire a diverse set of skills and knowledge by working in various roles within the MMBL.
- ✓ Job rotation can prevent monotony and increase employee engagement as individuals face new challenges within the MMBL.

3.7.4.2 Succession Planning

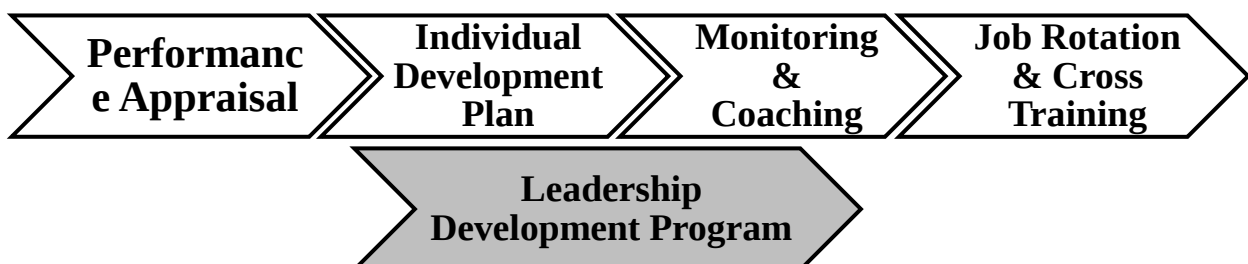
- ✓ It helps in identifying potential leaders and grooming them for higher roles within the MMBL.
- ✓ Allowing employees to gain exposure to various aspects of the business.

3.7.4.3 Redundancy and Efficiency

- ✓ Cross-training reduces dependence on a single employee for a specific task, as others are also capable of performing it within the MMBL.
- ✓ Employees become more versatile, leading to improved efficiency and productivity within the MMBL.

3.7.4.4 Team Collaboration

- ✓ Cross-trained employees can better understand the challenges faced by colleagues in different roles, fostering better collaboration from various division within the MMBL.



3.7.5 Leadership Development Program

Design Leadership development program by identifying potential leaders within the organization. This program might be involve training in decision making, communication, strategic thinking and other leadership capabilities. The general overview of Leadership Development Program which Modhumoti Bank Limited (MMBL) use to apply for employee development that following in below.

3.7.5.1 Identification of Leadership Competencies

- ✓ Clearly define the competencies and skills required for effective leadership within the context of the banking industry.
- ✓ Identifying specific leadership traits aligned with the MMBL's mission, vision and values.

3.7.5.2 Structured Training and Workshops

- ✓ Offering a series of training sessions and workshops covering leadership skills, strategic thinking, decision making, communication and competencies within the MMBL.
- ✓ Providing opportunities for participants to learn from industry experts, senior executives and external trainers.

3.7.5.3 Cross-Functional Exposure

- ✓ Rotating participants through various divisions to provide a holistic understanding of the organization's operations within the MMBL.
- ✓ Exposure to different aspects of banking, involves retail banking, corporate banking, risk management, etc within the MMBL.

3.7.5.4 Leadership Project

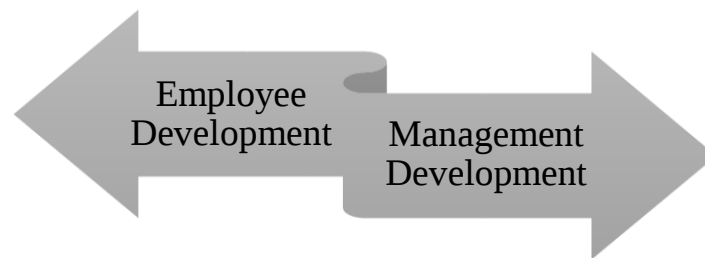
- ✓ Assigning leadership development participant to lead or contribute to strategic projects that have a significant impact on the organization within the MMBL.
- ✓ Encouraging participants to apply their learning to real-world situations.

3.7.5.5 Feedback and Assessment

- ✓ Regularly assessing participant's progress through evaluations, feedback sessions and performance reviews within the MMBL.
- ✓ Providing constructive feedback to help participants refine their leadership skills within the MMBL.

3.8 Type of Development

There are some specific development types exist which Modhumoti Bank Limited (MMBL) use to apply for develop their employees and management that following in below.



3.8.1 Employee Development

Employee development is the way of enhancing the skills, knowledge and abilities of individuals within the Modhumoti Bank Limited (MMBL). It is a strategic approach that aims to improve the overall performance, productivity and satisfaction of the employees. The key aspects and strategies which follow the MMBL to develop their employees that following in below.

3.8.1.1 Mentorship and Coaching

- Establish mentorship programs to pair less experienced employees with seasoned professionals within the MMBL.
- Provide coaching to help employees set and achieve personal and professional goals within the MMBL.

3.8.1.2 Performance Appraisal

- Continuously evaluate employee performance against established goals and competencies within the MMBL.
- Conduct regular performance reviews to discuss strengths, weakness and development opportunities.

3.8.1.3 Needs Assessment

- Identify the skills, knowledge and competencies required for various roles within the MMBL.
- Assess the current skills and performance of employees.

3.8.1.3 Development Program

- Design and implement development programs to address identified needs within the MMBL.
- Utilize various development methods involve workshops, seminars and online courses.

3.8.1.4 Succession Planning

- Identify and groom potential leaders within the MMBL for key positions,
- Ensure a smooth transition when employees move into new roles within the MMBL.

3.8.2 Management Development

Management development is a systematic process that aims to enhance the skills, knowledge and abilities of individuals in managerial roles within the MMBL. The goal is to prepare managers for current and future leadership challenges, ensuring that they have the capabilities to lead teams, make strategic decisions and contribute to the overall development of the MMBL. The key components which Modhumoti Bank Limited use to apply for develop their management body that following in below.

3.8.2.1 Leadership Training

- Offer specialized training programs focused on leadership and management skills within the MMBL.
- Develop a leadership pipeline for the MMBL.

3.8.2.2 Executive Education

- Provide opportunities for executives to attend external programs, seminars and workshop to stay updated on industry trends and best practices within the MMBL.

3.8.2.3 360 Degree Feedback

- Use feedback from peers, supervisors and subordinates to assess and improve managerial skills within the MMBL.
- Identify areas of strength that need to develop within the MMBL.

3.8.2.4 Job Rotation

- Offer opportunities for managers to take on various roles and responsibilities within the MMBL.
- Enhance their skills and provide a broader perspective on the business.

3.8.2.5 Networking and Exposure

- Facilitate networking opportunities for managers to connect with industry professionals and peers within the MMBL.
- Encourage participation on conferences, industry events and professional associations within the MMBL.

Chapter – 04

Findings, Recommendation & Conclusion

4.1 Major Findings

Nothing is perfect in this modern business era. There is always a chance to improve the version of work ethics. The below mentioned major findings were made during my internship at Modhumoti Bank Limited (MMBL). The major findings are following in below.

- MMBL established structured training and development programs to be able to meet its most of the goals.
- MMBL operates performance metrics to identify specific skills or knowledge gaps to conduct relevant employee training and development programs.
- MMBL allocates On-the-Job training to the employees to learn by performing tasks within their actual work environment. As well as MMBL provide Off-the-Job training which involves hands-on activities, case studies and interactive exercises to effectively develop employees' learning process.
- MMBL delivers a post-training assessment to evaluate participants' understanding and knowledge retention to identify areas for further improvement.
- MMBL utilizes 360-degree feedback method to collect feedback from multiple sources which provides a comprehensive view of an employee's performance from various perspectives to design relevant development programs to develop workforce performance.
- MMBL assigns employee development program to enhance the skills, knowledge and abilities of individuals. As well as they provides management development programs to enhance the abilities of individuals in managerial roles within the MMBL.
- There are some portion of deficiency of emphasis on facilitating E-learning skills among employees. This could hinder the MMBL's ability to adapt to technological advancements.
- There is disobedience from employees towards connecting new training methods or technologies within the MMBL environment. Overcoming resistance to change is essential for the successful implementation of the modernize training and development process.

The above mentioned steps are the major findings. Managing those identifies areas is necessary for Modhumoti Bank Limited (MMBL) to enhance the effectiveness of its training and development process and ensure the continuous improvement of its human resource in alignment with organizational goals.

4.2 Recommendation

Based on the identified major findings of training and development process of Modhumoti Bank Limited (MMBL), the recommendations are proposed in following below.

- ✓ MMBL need to implement a massive training needs analysis to point out the skill or knowledge gaps then develop those areas for employees across different levels.
- ✓ MMBL ought to continue leveraging performance metrics effectively to identify the areas where employees may require additional training or development. Ensure that the metrics used are aligned with the MMBL's goals and objectives.
- ✓ MMBL shall combine the elements of both On-the-Job training and Off-the-Job training to create a comprehensive learning experience which involve integrating real-life case studies, hands-on activities and interactive exercises within the employees' actual work environment. Also encourage trainers to utilize a blended approach by leveraging both OTJ and OTJ methods to ensure employees receive diverse learning opportunities that serve to various learning styles.
- ✓ MMBL should establish clear learning objectives and metrics to evaluate the effectiveness of training program. Continuously assess participants' skills and knowledge pre and post training to measure learning outcomes and identify areas for improvement.
- ✓ MMBL must utilize 360-degree feedback data to tailor individualized development plans and targeted training programs, encouraging a culture of continuous improvement. Also should implement continuous progress monitoring and coaching initiatives to ensure effective feedback loop closure and promote employee growth and performance enhancement within the MMBL.
- ✓ MMBL have to continue to prioritize both employee development programs and management development programs to ensure a well-rounded approaches to talent growth and organizational effectiveness.
- ✓ MMBL ought to foster digital skills development by offering specialized training programs to help employees enhance digital skills relevant to their roles and responsibilities.
- ✓ MMBL shall address resistance to change by implementing the change management strategies to address resistance to new training method effectively and efficiently.

By implementing these recommendations, Modhumoti Bank Limited (MMBL) can overcome from identified areas and establish a robust training and development program which empowers employees, contributes organizational growth and encourage a culture of continuous learning and improvement.

4.3 Conclusion

The journey through the complex landscape of Training and Development process has exposed the necessary figure it plays in shaping the current and future contribution of any organization. Like a finely tuned harmony, where each instrument contribute to the process of success, a well maintained training and development program harmonize the knowledge, skills and potentiality of the employees. As the navigation of ever evolving modern era of the professional world, it's an evident that investing on the growth and enlargement of human capital not only increase the organizational performance but also it encourage the culture of continuous improvement.

The employees of Modhumoti Bank Limited (MMBL) has implement their responsibilities as well as expected to one of the fastest growing commercial bank in Bangladesh. The training and development process of MMBL have already ensured the smooth contribution of day-to-day operations for the development its internal and external environment for making higher profit. Also there are no employees has unaware the complex knowledge or required skills which need to perform their responsibilities.

The way MMBL design their training and development program; every employee and management body can successfully conduct their required knowledge for making better future which can logically contribute to organizational development. MMBL is one of the fastest growing 4th generation's commercial bank who meet the national and international standard. However, there are transparent minor issues addressed in the findings which can be resolved by implementing the logical recommendations for making great outcome in future.

Training and Development is like a medicine of personal growth, organizational stability and a commitment of lifelong learning which can create a fabric that bring the organizational potentiality. The journey of Training and Development is not just a static destination but as a continuous improvement, where creativity, adaptability and a logical investment in manpower effectiveness become the compass guiding for organization to bring sustainable growth.

May this report serves as an inspiration for the MMBL to connect the transformative power of training and development as a means of foundation for building a logical future where the people flourish, businesses thrive and innovation knows no bounds.

4.4 Reference

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