Internship Report
On
“Human Resource Management Practices of Exim Bank Ltd”

Supervised by

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Date of Submission:

Letter of Transmittal

To

Mr. Mahbub Parvez

Associate Professor

Department of Tourism & Hospitality Management

Faculty of Business & Entrepreneurship

Daffodil International University

Subject: **Submission of Internship Report on "Human Resource Management Practices of Exim Bank Ltd."**

Dear Sir;

As a prerequisite for completing the BBA program, I completed my report on **"Human Resource Management Practices of Exim Bank Ltd."** under your gracious supervision. Under your helpful guidance, I have done my best to produce the report in accordance with the highest standards.

I tried my hardest to provide more depth of understanding in my report. I have faith that this will hold regardless of your level of inspection. I appreciate your thoughtful supervision.

Yours sincerely

Jannatul

…………………………

Jannatul Fardous

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BBA (Major in Human Resource Management)

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Certificate of Approval

The internship report titled "**Human Resource Management Practices at Exim Bank Ltd."** has been thoughtfully prepared with relevant documentation under my direct supervision. This report was submitted by **Jannatul Fardous,** Bachelor of Business Administration (BBA) a student at Daffodil International University, bearing **ID No: 183-11-5970.**

Signature

…………………….

Mahbub Parvez

Associate Professor

Department of Tourism & Hospitality Management

Faculty of Business & Entrepreneurship

Daffodil International University

Acknowledgement

Preparing a report on the **"Human Resource Management Practices of Exim Bank Ltd."** was a true delight. For his invaluable assistance in the preparation of this report, I would like to express my gratitude to my honorable supervisor, Mr. Mahbub Parvez, Associate Professor, Department of Tourism & Hospitality Management, Faculty of Business & Entrepreneurship, Daffodil International University.

I am also grateful to Exim Bank Ltd.'s Head of Human Resources Division for granting me permission to complete an internship there. In particular, I appreciate Miss Bilkis Ferdous, Head of Facility Management Division, for her genuine counsel, support, and encouragement during my internship program as my organization's supervisor. I am also grateful to my dear colleague at Exim Bank Ltd. who inspired me to successfully finish my internship by giving me a sense of community and assisting me in acclimating to the Bank's culture.

Lastly, I would want to express my gratitude to my entire family, but especially to my mother and father, who have both inspired and supported me in completing my studies.

Executive Summary

One of Bangladesh's biggest private banks is Exim Bank Ltd. Human resource management encompasses all managerial choices and actions that have an immediate impact on or influence over the individuals, or human resources, that are employed by the company. One of Exim Bank Ltd.'s stronger areas is the human resources division. Exim Bank Ltd. employs over 3,000 skilled workers across 118 branches. Exim Bank Ltd. hires 150 to 200 new workers annually and has built first-rate training facilities for its staff. Exim Bank Ltd. offers its workers a very positive work environment.

The human resources department of Exim Bank Ltd. is quite capable. Exim Bank Ltd.'s effective human resources are the reason for its strong performance. It is impossible to overstate the influence that human resources have had on Exim Bank Ltd.'s development. Exim Bank Ltd. hires people via internet platforms. Organizational human resource management has received more attention in recent years. The understanding that an organization's personnel help it achieve its objectives and the management of these human resources are the reasons for the increased emphasis. Human resource specialists are now critical components of any successful firm. Their work demands an unprecedented degree of competence in the field of human resources management.

It should come as no surprise that their standing inside the company has improved. The name itself has changed. Despite the frequent confusion between the phrases personnel and human resource management, it's crucial to remember that they refer to quite different concepts. The head of the human resources department, once a single person overseeing the personal function, may now be a vice president who sits on executive boards and contributes to the creation of overarching organizational strategies that are essential to the success of a business. Exim Bank Ltd. has the best personnel management system. According to my report, HRM improves Exim Bank Ltd.'s performance.

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Chapter-One

Introduction

1.1 Introduction:

Founded on June 2, 1999, Exim Bank (formerly known as Export-Import Bank of Bangladesh Limited) is a well-known private sector bank in Bangladesh. The bank was established primarily to support the nation's economic growth by providing a wide range of financial and banking services. Exim Bank a prominent participant in the financial industry recognized for its creative and customer- focused strategy, has grown throughout time. Exim Bank Limited's aim is to become a preeminent financial organization by offering cutting-edge and effective banking services that meet the various needs of its customers.

Exim Bank's mission is to deliver top-quality banking services that promote economic growth, encourage entrepreneurship, and enhance the financial well-being of the community. The bank operates on core values such as customer focus, integrity, innovation, teamwork, and excellence. These values guide its daily operations and long-term strategies, ensuring that it meets the expectations of its stakeholders. Exim Bank Limited is dedicated to using its corporate social responsibility (CSR) programs to improve society. The bank undertakes various CSR activities focused on education, healthcare, environmental sustainability, and community development. These initiatives include scholarships for underprivileged students, health camps medical assistance programs, and tree plantation drives. The bank's success is driven by its dedicated and talented workforce. Exim Bank places a strong emphasis on human resource management, ensuring that employees are well-trained, motivated, and equipped with the necessary skills to deliver exceptional service. The bank's HR procedures include comprehensive training and development programs, mechanisms for evaluating employee performance, and a positive work atmosphere that promotes advancement in the workplace.

In conclusion, Exim Bank Limited has established itself in Bangladesh's financial industry as a top player, distinguished by its dedicated by its dedication to quality, creativity, and a customer-first philosophy. Through providing an extensive array of banking services and products, the bank remains a key player in bolstering the nation's economic expansion and advancement.

1.2 Background of the Study

An internship report is a crucial part of the BBA degree since it offers useful experience and real-world working expertise. It allows recent graduates to gain initial work experience, which is beneficial for securing permanent employment. This experience is crucial for applying academic knowledge in a real-world context.

I am grateful to have had the chance to intern at the Ring Road Branch, Mohammadpur, of Exim Bank Limited. I performed on clearing procedures, opened and closed accounts and gathered a lot of knowledge about their HR department during my internship. My organizational supervisor, Miss. Bilkis Ferdous was instrumental in guiding me through these tasks. She provided insights into the bank's recruitment and compensation processes.

Throughout my internship, I learned various skills, including the processing of cheque clearings, organizing tasks efficiently, scheduling and coordinating meetings, and ensuring smooth operations. This hands-on experience has been invaluable in bridging the gap between academic learning and practical application.

1.3 Objectives of the Study

General Objective

The report's primary goal is to acquire information about Exim Bank Ltd.'s "Human Resource Management practices.

Specific Objectives

- To comprehend the functions carried out by the HR Department at Exim Bank Ltd.
- To understand the recruitment and selection process of Exim Bank Ltd.
- To evaluate the training and development programs practiced at Exim Bank Ltd.
- To highlight the compensation and benefits provided by Exim Bank Ltd.
- To recommend enhancements for Exim Bank Ltd.'s human resource practices.

1.4 Significance of the Study

In this study, the effectiveness of human resources procedures in combination with general banking operations is evaluated. It aims to identify HR practices that lead to higher employee satisfaction and increased profitability. Additionally, the study will compare the impact of HR practices on various organizational performance aspects. The following scientific and practical considerations are highlighted:

- Provide a comprehensive overview of the study variables and concepts.
- Emphasize the nature and importance of HR management practices.
- Enhance the literature on this topic.

1.5 Methodology

Data Types:

Two main types of data were utilized:
- Primary Data
- Secondary Data

Primary Source:

Primary data were primarily gathered from the statements of affairs of EXIM Bank Limited, Gulshan Branch, covering the period from 2019 to 2023, along with conversations with employees at the Gulshan Branch.

Secondary Source :

Secondary data sources included:
- Annual reports of Exim Bank Ltd.
- Various documents and leaflets from the bank
- The bank's official website (https://www.eximbankbd.com/)

Research Design:

This research is an illustrative study that succinctly examines the recruitment and selection processes at Exim Bank Ltd. It incorporates both primary and secondary data collection methods.

Population Size:

The study population consisted of 35 employees working at Exim Bank Ltd.

Sample Size:

A sample size of 10 executive employees was chosen for this study.

Sampling Method:

A non-probability convenience sampling method was employed to gather information and identify suitable candidates.

Data Analysis:

The research utilized both qualitative and quantitative analysis methods, including questionnaire analysis. Quantitative questions were measured using a Likert scale. Various software tools, such as Microsoft Word and Microsoft Excel, were used to analyze the collected data.

1.6 Scope and Rationale of the Report

In today's competitive corporate world, where human resources are increasingly acknowledged as a significant asset, the operations of Human Resource (HR) are necessary and essential for any organization.

To keep pace with the dynamic business world, companies must focus on their human resources and explore new ways to enhance employee capabilities.

In Bangladesh, Exim Bank Limited is a well-known bank that prioritizes profits. To maintain its progress in line with the evolving business landscape, the bank strives to achieve its goals through a progressive workforce. Effective HRM can develop an exceptional and forward-thinking workforce if implemented proficiently.

This study aims to provide an overview of HRM practices at a leading bank, highlighting how these practices can bring about significant changes in its personnel.

1.7 Limitations of the study

This limitations of this reports are outlined below:

- Impediment of up-to-date data is not circulated.
- The representatives were exceptionally active so it made boundaries for information collection.
- Time imperative was the major issue.
- Inaccessible information.
- Web location and domestic are limited by secret words.
- The most recent data was not accessible.

Chapter –Two

Overview of Exim Bank Limited

2.1 Overview of Exim Bank Limited

Under the founding chairmanship of the late Mr. Shahjahan Kabir, Export-Import Bank Of Bangladesh Ltd. (Exim Bank) was founded in 1999. In his ideal bank, industrialization, women’s empowerment, foreign commerce, infrastructure development, generating money for the underprivileged, and job creation would all contribute to Bangladesh’s socioeconomic progress. Mr. Kabir had a wealth of financial knowledge, and he was assisted in implementing his vision by a group of exceptionally skilled and accomplished entrepreneurs. Following Mr. Kabir's death, Mr. Nazrul Islam Mazumder, a well-known person in the apparel industry, assumed the role of Chairman of the Bangladesh Association of Banks (BAB). BAB has transformed into a useful forum for addressing difficulties with the banking system in Bangladesh under its chairman's leadership.

Originally known as Bengal Export Import Bank Ltd., Exim Bank started operations on August 3, 1999. On November 16, 1999,it was renamed Export Import Bank of Bangladesh Ltd. with Mr. Mohammad Lakiotullah serving as the founding managing director and Mr. Alamgir Kabir serving as the founder advisor. Their strategic decisions and management quickly established the bank as a leader in the industry. In July 2004, under Mr. Lakiotullah's leadership, the bank transitioned to Shariah-based Islamic banking. After taking over as managing director in 2006, Mr. Kazi Masihur Rahman pushed the bank to implement cutting-edge IT solutions, such as the TEMENOS T24 core banking program. In order to ensure capital adequacy and asset quality compliance, Mr. Md. Fariduddin Ahmed joined on August 25, 2011, as Managing Director, He kept up his advisory role after retiring.

Mr Mohammad Feroz Hossain became the Managing Director & CEO on 16th September 2022. He has been enhancing customer service and restructuring the bank's assets and deposits for sustainability. EXIM Bank also operates a wholly-owned subsidiary, EXIM Exchange Company (UK) Ltd., established on 30th June 2009 in London, to provide reliable remittance services to NRBs living and working in the UK. This exchange house is the first owned by a Bangladeshi private bank.

2.2 Vision

"Together Towards Tomorrow." Export-Import Bank of Bangladesh Limited (Exim Bank) believes in togetherness with its customers as it marches on the road to growth and progress through service.

2.3 The Bank's mission comprises:

- Extracting the full benefit of the Islamic banking system for its customers.
- Providing quality financial services, especially in Foreign Trade.
- Maintenance of corporate and business ethics and transparency at all levels
- Sound capital Base
- Ensure sustainable growth for the honorable stakeholders
- Fulfillment of corporate social commitments, and
- above all, to add to the national economy

2.4 Goal

The goal of Exim Bank Ltd. is to foster growth and progress through excellent, Shariah-compliant banking services, leveraging modern technology, and continuously improving to enhance customer satisfaction and competitiveness.

2.5 Core values:

They believe in accountability and honesty, and they have total faith in Allah. Being an Islamic bank, they adhere to Islamic Shariah.

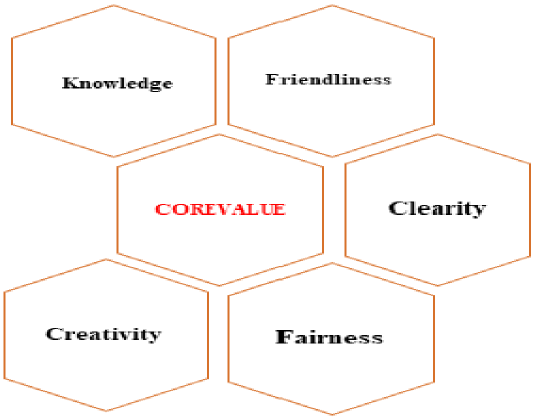


Fig: Core Value

- We value honesty, transparency, and accountability.
- We follow the essence of Islamic Shariah.
- We meet our clients' expectations by anticipating their requirements and responding quickly.
- We approach business choices intending to provide the greatest services for as long as possible.
- To provide the best services, we prioritize open and transparent communication.
- We feel that devotion to our religion and families is vital to our institution's entire culture.
- We discuss our company strategy and promote two-way dialogue.

2.6 Slogan:

Exim Bank Ltd. has stood by the side of the vulnerable, suffering, and disaster-stricken people from its establishment, with the slogan-

“Together Towards Tomorrow”

Corporate Information	
Name of the company	: Export-Import Bank of Bangladesh.
Date of Incorporation	: June 02, 1999.
Authorized Capital	: Taka 20,000.00 million.
Paid-up-Capital	: Taka 14,475.57 million.
Registered Office No.142.Gulshan Avenue, Dhaka, Bangladesh	: SYMPHONY” Plot No. SE (F) - 9, Road
PABX	: 880-2-5504 5547.
Fax	: 880-2-5504 5559.
Website	: www.eximbankbd.com
SWIFT	: EXBKBDDH.
Auditors Accountants)	: Ahmed Zaker & Co.(Chartered
Name of the Chairman	: Mr Md. Nazrul Islam Mazumder
Name of the Managing Director & CEO	: Dr. Mohammed Haider Ali Miah
Chief Financial Officer	: Mr. Md. Humayun Kabir
Head of Internal Audit	: Mr. Shah Md. Abdul Bari
Company Secretary	: Mr. Md. Monirul Islam
No. of Employees	: 3242
No. of Branches	: 145 branches & 56 sub-branches
(including SME/Agriculture)	
No. of Shareholders 58969	
Table: Corporate Information of EXIM BANK LTD.	

2.7 Main focus of Exim Bank Ltd

- Exim Bank Limited is committed to making a positive impact on the national economy by improving profitability via a professional and disciplined growth plan for its customers and by developing a corporate culture in the international banking sector.
- Through its established dedication and tradition, Exim Bank Limited is always ready to maintain the best quality of services through banking technology prudence in management and by using high standards of ethics.
- Exim Bank is committed to boosting profitability for its clients through a professional and controlled expansion strategy and cultivating a corporate culture in the global banking industry in order to positively impact the country’s economy.

Features of the Bank

- Convenient.
- Faster Electronic Fund Transfer.
- Safe payment System.
- Cash Withdrawal.
- Fund transfer Facilities.
- Widely Available throughout the Country.
- Simple Account Opening.

Features of Exim Bank Ltd. Online Banking

- Balance Inquiry.
- Limit Inquiry.
- Profit Details.
- Term Deposit Details.
- Investment Repayment Schedule.
- Cheque Book Details.
- Clearing Cheque Status.
- Transaction Details.
- Customer Information.
- Statement Request.
- Stop Cheque Request.

2.8 Functional Department of the Exim Bank

There are three functional departments in Exim Bank. These are:

1. General Banking
2. Foreign Banking
3. Loan & Investment

1. General Banking

In the field of general banking, banks provide their customers numerous options for making deposits and transferring money. The accounts part is also included in general banking. Banks provide their customers a range of alternatives in an attempt to attract them. While the most of these alternatives are very identical throughout universities, facilities and customer service may vary. Retail and business clients can choose from a variety of services provided by Exim Bank Limited

General Banking activities of the Exim Bank Ltd. are included:

- Account Opening
- Cheque Book House
- Account Closing
- Clearing Department
- Local Remittance
- Cash Section
- Online Banking
- SMS Banking
- ATM Banking
- Locker Services

2. **Foreign Exchange**
   The method of converting rights to wealth in one currency into access to wealth in another is termed as foreign exchange. When we discuss foreign exchange in banks, we refer to the overall procedure by which a bank exchanges the currency of one country for another. The Foreign Exchange Department (FED) is the department that works internationally. Scheduled banks are granted licenses by the Bangladesh Bank to carry out foreign exchange transactions. These establishments are referred to as Authorized Dealers. The branch can transfer money across countries if it is an approved dealer in the foreign exchange market.

3. **Loan & Investment:**
   This is the bank's survival unit since, up to this department's success, any bank's survival is a concern. In the event that this part malfunctions, the bank can become insolvent. Given that this is the bank's revenue stream, this is significant. Depositors give money to banks so they can profit from it and protect their investment. When the question of how the bank will provide profit to its customers finally comes up, investment and advance is the straightforward response.

Exim Bank Ltd. provides different types of investments

Those are as follows:

- Bai-Murabaha (Deferred Lump Sum/ Installment Sale)
- Bai-Muajjal (Deferred Installment / Lump Sum Sale)
- Ijara (Leasing)
- Musharaka (Joint-Venture Profit-Sharing)
- Mudaraba (Trustee Profit-Sharing)
- Bai-Salam (Advance Sale and Purchase)
- Hire-Purchase

Direct Investments
Post Import Investment
Purchase and Negotiation of Export Bills
Inland Bills Purchased
Murabaha Import Bills
Bai-Muajjal Import Bills
Quard-ul-Hasan (Benevolent Investment)

From the above schemes below three are generally in action

Bai-Murabaha (Markup sale) Bai-Murajjal (Sales on credit)
Hire-Purchase (Participatory ownership)

Bai-Murabaha (Mark Up Sale)
Meaning
Arabic words Baiun and Ribhun are the source of the names Bai-Murabaha. Purchase and selling are denoted by the words Baiun and Ribhun, respectively, and an agreed-upon profit. Bai-MurabahaTM refers to a selling at a predetermined profit.

Definition

A Bai-Murabaha is an agreement between a buyer and a seller wherein the seller offers the buyer specific goods that are permitted by Islamic Shariah and national law at the cost-plus-negotiated profit, which can be paid in cash, in one lump payment at any time in the future, or in installments. Either a fixed amount or a percentage of the item's cost might be designated as the profit margin.

Bai-Murajjal (Sales on Credit)

Meaning

The Arabic terms Baiun and Ajalun are the source of the phrases Bai-Muajjal. Indicating "buy and sale" and "fixed time or fixed duration," respectively, are the terms Baiun and Ajalun. A sale for which payment is due at a predetermined future date or within a predetermined window of time is referred to as a "bai-muajjal." It is, in essence, a credit sale.

Definition

A Bai-Muajjal is an agreement between a seller and a buyer wherein the seller offers the customer specific products that are allowed by Islamic Shariah and local law at a predetermined price that must be paid in full or in fixed installments at a later date. The seller is also free to sell the items he bought in accordance with the buyer's demands.

Hire- Purchase (Participatory Ownership)

Meaning and definition

Hire-purchase (Participatory ownership) is a unique sort of contract that has evolved. It is a fusion of three contracts:

These may be defined as follows:

Shirkatul Melk

Shirkat is a symbol for cooperation. Shirkatul suggests that ownership is involved. Shirkatul Melk is the term used to describe a contract in which two or more parties give equity, purchase an asset, jointly own it, share in the gain as agreed, and bear the loss in proportion to their equity.

Ijarah

The Arabic words for consideration, return, salary, or rent are Ajr and Ujrat, from which the word ijarah is formed. The assets, salary, service rent, return, and trade value or consideration are all included in this. A contract known as an ijarah is a legal agreement between a hiree and a hirer whereby the hirer receives a certain service or benefit in return for a predetermined amount of money or rent from the hiree's asset. It's a hiring agreement wherein the hiree lends a certain asset to the hirer in return for a specified monthly rent for a predetermined amount of time.

Sale

In exchange for a price that the buyer has paid or will pay, the seller gives the buyer ownership of certain goods or assets under the terms of this contract.

As a result, in every branch of this bank, five departments are typically constantly operational.
These are-

- Account Opening Department,
- Cash Department,
- Accounts Department,
- Clearing Department,
- Investment Department.

Account Opening Department: The principal responsibilities of this department are as follows: - This department's general operations:

Opening and closing accounts, transferring, providing bank statements, bank certificates, shipping, producing checkbooks and savings books, and more.

Cash Department: The cash department's main duties are to take consumer cash and make payments using instruments. Rather, it sustains the locker service.

Account Department: The main responsibilities of this department are to pay bills, maintain all kinds of records and vouchers, and handle salary payments

Clearing Department: The primary responsibilities of this department are to issue pay orders and pay slips and deal with all forms of both incoming and outgoing checks for payment and collection.

Division of Investments: In this area, the many amenities are offered along with the consumer credit program standards. Consumer credit schemes include the services listed below:

Bai-Murabaha: Sold as Installments or with a Deferred Lump Sum

Bai-Muajjal (One-Time Payment / Installment Plans)

Ijara (A Renting)

Musharaka (Partnership for Profit-Sharing)

Mudaraba (Realized Profit-Splitting)

2.9 Ancillary Services:

Loan Schemes:

- **Term Loan:** A bank loan for a defined sum and a specific period with a fluctuating interest rate that matures between one and 10 years.

- **Loan (General):** This is an arrangement between a broker and a bank to borrow money to buy securities. This arrangement is perpetual, and brokers can borrow funds indefinitely for day-to-day commercial activities.

- **Secured Overdraft (SOD):** A bank's extension of credit when an account hits zero. An overdraft permits a person to continue taking money even though the account is empty. This service is only available to recognized and trusted customers.

- **Transportation Loan:** The transportation loan helps foreign nationals, refugees, and members of the Humanitarian protected person abroad classes meet the costs of transportation for themselves or their families.

- **Cash Credit (C.C.):** A bank account in which a person or house, after providing security for repayment, draws at will from the bank to the extent of an agreed-upon sum.

- **House Building Loan:** A loan designed to cover the costs of land development and building construction that is paid off as each step is finished on a predetermined timeline.

- **Payment Against Document (PAD):** This is an agreement in which a buyer receives delivery (shipping) documentation only after paying the invoice or bill of exchange in full.
- **The Loan against Imported Merchandise (LIM):** program enables importers to cover the expenses associated with importing products, including freight, insurance, customs and excise fees. The imported commodities are primarily guaranteed by the lending bank, EXIM BANK LTD. The item is made available for use by the importer (borrower) upon presentation of the Delivery Order issued by the banker in the borrower's favor, provided that the bank's financing and fees are fully or substantially repaid.

- **Loan against Trust Receipts (LATR):** When the paperwork for an import cargo is issued without payment, a customer is given a loan against a trust receipt. Under this method, the customer will hold the products from the proceeds of their sales in trust for the bank until the loan approved against the Trust Receipt is settled in full.

- **Consumer Finance Scheme:** Options available to investors for obtaining consumer durables in which an individual pays a portion of the purchase price upfront while committing to pay the remainder with interest over a predetermined period. Consumer finance is provided for a wide range of durables such as televisions, refrigerators, washing machines, automobiles, two-wheelers, personal computers, and so on.

- **Hire-Purchase Scheme:** This is a way of purchasing items by making instalment payments over time under a contract in which the buyer leases the products and does not receive ownership until the entire contract amount is paid.

2.10 Financial Products

- **Al-Wadiah Current Account:** Requires Tk. 1000 minimum deposit. Funds may be invested by the bank; no profit or loss to the account holder.
-
- **Al-Wadiah Current Plus Account (MORJADDA**: Requires Tk. 15000 minimum deposit and balance. Includes a 100-page chequebook, ATM card, and Tk. 100,000 life insurance.
- **Al-Wadiah Premium Account (SHOMMAN:** Requires Tk. 25000 minimum deposit and balance. Includes a 100-page chequebook, ATM card, and Tk. 100,000 life insurance.

- **Mudarabah Savings Deposit Account:** Requires Tk. 500 minimum deposit and reserve. Profit or loss shared with account holder biannually (5% current profit margin).

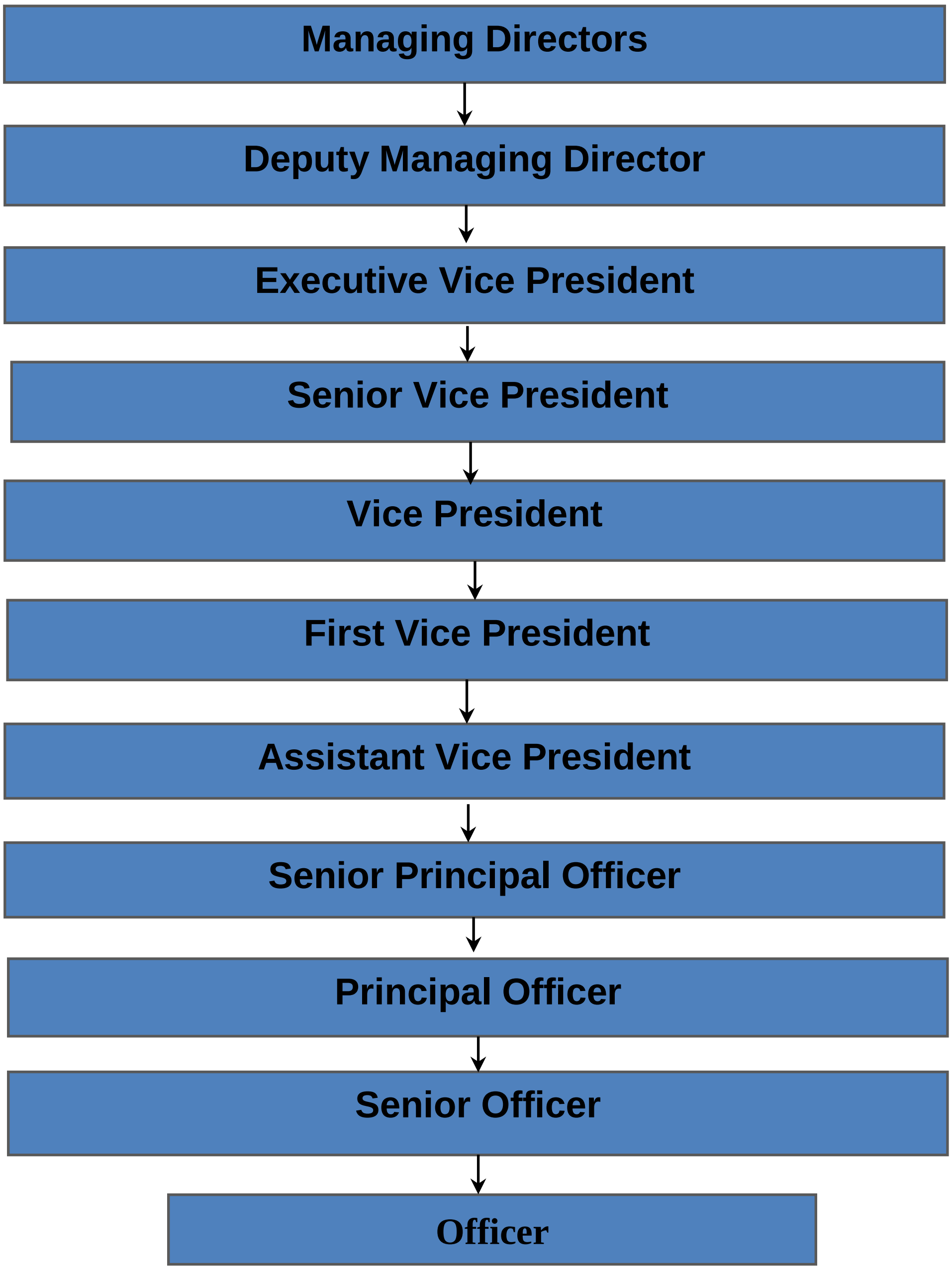
- **Mudarabah Salary Savings Account (PRAPTI)**: Requires Tk. 500 minimum deposit and reserve. Profit or loss shared with account holder biannually (5% current profit margin). Includes a free 10-page chequebook and ATM card in the first year.

- **Mudarabah Student Savings Account (School Banking-ONKUR:** Requires Tk. 100 minimum deposit. Profit or loss shared biannually (8% current profit margin). Includes a free 10-page chequebook and ATM card.

- **Mudarabah Student Savings Account (University/College PROJONMO:** Requires Tk. 200 minimum deposit and reserve. Profit or loss shared biannually (8% current profit margin). Includes a free 10-page chequebook and ATM card.

- **Mudarabah Senior Citizen Savings Account (PROBIN:** Requires Tk. 5000 minimum deposit and reserve. Profit or loss shared biannually (8% current profit margin). Includes a free 20-page chequebook and ATM card.

2.11 The Organizational Structure of EXIM BANK LTD.



2.12 SWOT Analysis of Exim Bank Ltd.

Every organization has some internal strengths and weaknesses associated with a few external opportunities and threats during its life cycle.

Strengths

- In Bangladesh, the third-largest Muslim nation in the world, Exim Bank Limited's market share in the Islamic banking industry is expanding.
- There is potential to explore new pathways for transformation and reduce operational expenditures.
- Symbiotic connections with fin-tech businesses for banking service extension.

Weaknesses

- Limited exposure in the fast-growing retail investment segment.
- Major investment concentration in the Dhaka Zone.
- Not an extensive branch network.
- Non-availability of Islamic treasury products.

Opportunities

- Expanding market share indicates growing acceptance and demand.
- Opportunities to explore new products, services, and markets.
- Digital transformation can streamline operations and reduce costs.
- Collaboration with fintech startups can enhance services and expand reach.

Threats

- Economic uncertainty as a result of the protracted.
- A fluctuating exchange rate might jeopardize the foreign exchange company.
- More players are entering the Islamic banking business.
- Fintech firms are engaged in fierce competition

Chapter - Three

Human Resource Management Practices of Exim Bank Ltd.

Human Resource Philosophy and Code of Conduct at Exim Bank Ltd.

3.1 Philosophy
Exim Bank Ltd. considers human resources as an extremely important division. Exim Bank Ltd. is concerned of the necessity of human capital. It acknowledges that the foundation of competences is human capital. The information that follows is a summary of Exim Bank Ltd.'s HRM philosophy:

• Adopting an HR philosophies and values that correspond with the organization's.
• Fostering an HR vision that consistently prioritizes a higher aim and receives full backing by the whole team. The organization's strategic needs are the focus of the vision, which aims to provide the finest HR product to the client.
• Developing a dynamic, adaptable structure that maximizes customer service and employee motivation in HR.
• Proactive HR practices, in contrast to reactive ones, are seen to be beneficial for fostering a positive work environment.

3.2 Code of Conduct

The company's established policies and procedures should be adhered to by Exim Bank Ltd. personnel to foster a stronger compliance culture. Exim Bank Ltd. Limited's code of conduct has codifications for these. Given that it outlines the terms and circumstances of employment, this code of conduct is crucial to the workers. The following standards of Exim Bank Ltd. Limited have been adopted into the code of conduct:

- Respect for and adherence to the safety of internationally recognized human rights;
- Allegiance to Exim Bank Limited;
- Moral and legal conduct; professionalism and ethical business conduct
- Reasonably and appropriately taking into account the environment's and other stakeholders' interests
- Backs the defense of human rights, equitable and nondiscriminatory labor practices, environmental preservation, and worker health and safety. Protect Exim Bank Ltd. Limited's private business information.

- The following topics are covered by the code of conduct:

  1. Interpersonal commitments
  2. Interest conflicts
  3. Discrimination
  4. Insider Trading
  5. The Antitrust Law
  6. Obedience to the law

Every employee of Exim Bank Ltd. is expected to do their utmost to abide by the genetic code of conduct. If they don't comply, there will be disciplinary measures taken upon them, which might even entail dismissal.

- **Interpersonal commitments**
  All of the Company's personnel should obey the law and uphold the highest ethical standards. They should exhibit professionalism, sound business practices, and social and environmental responsibility while doing their duties. Integrity and trust are Exim Bank Ltd.'s core principles. The worker needs to be aware of and consistently apply appropriate business practices that are pertinent to their position. When the letter of the law or good business practice seems ambiguous, employees should always err on the side of caution and common sense.

- **Conflicts of interest**

Whenever conducting a business transaction, Exim Bank Ltd.'s interests should be the top concern. The Exim Bank Ltd. employee has been forbidden to use his or her position within the company to pursue any additional personal interests. Avoid placing yourself in a position where your personal interests and your obligation to Exim Bank Ltd. collide.

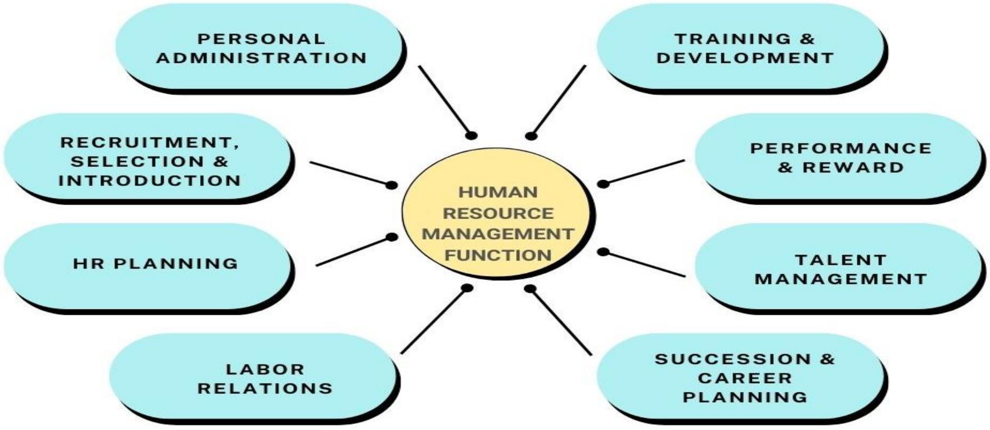
- **Discrimination**

Every employee at Exim Bank Ltd. has the right to receive from their coworkers an adequate and just consideration and recognition for their cultural, ethnic, national, regional, gender, and religious backgrounds.

- **The Antitrust Law**

- The following elements should be included compliance.
- Adherence to the fair competition principle in antitrust law conformance.
- The agreement must be validated to be legally compliant.
- Illegal contracts and agreements.
- It is against the law for rivals to enter into any agreements that would coordinate their actions in the market.
- The acquisition should include notification to the government and involvement of legal counsel.

3.3 Functions of Human Resource Management in Exim Bank



Personal Administration: Personal administration is the systematic management of administrative tasks and processes related to employees within an organization. It encompasses activities such as maintaining employee records, managing payroll and benefits, overseeing recruitment and onboarding, facilitating training and development, evaluating performance, ensuring compliance with labor laws and company policies, and fostering positive employee relations.

HR Planning: Human resource (HR) planning is the process through which an organization ensures it has the right number of people, in the right places, at the right times, with the necessary skills to achieve its goals. It involves forecasting the organization's future human resource needs and developing strategies to meet those requirements.

Recruitment & Selection: Recruitment is indeed the process of attracting, sourcing and identifying potential candidates for a job vacancy. It involves activities such as job posting, advertising, networking and searching for candidates true various channels including job board social media referrals. Selection, in contrast, is the process of evaluating and choosing the most suitable candidate from the pool of applicants. It includes a more in-depth assessment of candidates' qualifications, skills, experience, and suitability for the specific job.

Labor Relations: Labor relations refer to the interactions and relationships between employers and employees, typically through their representatives such as unions or employee associations. It encompasses various aspects of managing these relationships, including negotiations, agreements, and the resolution of disputes between employers and employees or their representatives.

Training and Development: Typically, training focuses on assisting employees acquire certain knowledge or abilities relevant to their current position. On the other hand, development is a more comprehensive idea that focuses on the long-term growth and progression of employees within the organization. Development aims to prepare employees for future roles within the organization by enhancing their overall abilities, including soft skills, personal qualities, and career growth.

Performance and Reward: Performance reward refers to the practice of recognizing and compensating employees based on their individual or team performance within an organization. It is a form of incentive aimed at motivating employees to achieve specific goals, improve productivity, and contribute positively to organizational success.

Talent Management: Talent management implies to the strategic process of attracting, developing, retaining, and maximizing the talents and skills of employees within an organization. It includes each aspect of human resource management with the goal of ensuring that the company has the right people in the right roles with the right abilities to successfully accomplish its business objectives.

Succession and Career Planning: Succession planning and career planning are strategic processes within an organization aimed at identifying and developing employees for future leadership positions and career advancement opportunities, respectively.

3.4 Recruitment and Selection Process of Exim Bank

Attracting and retaining highly skilled professionals who can perform well in their professions is Exim Bank Limited's main goal. In addition to concentrating on hiring competent candidates from inside, the bank also recruits outside candidates when needed to cover open positions. The following are important facets of Exim Bank Limited's hiring practices:

Onsite and External Recruitment: The bank primarily conducts onsite recruitment but resorts to external recruitment to meet additional staffing needs.

Temporary and Permanent Recruitment: Emphasis is placed on hiring both temporary and permanent staff, with priority given to internal candidates aspiring to mid-level positions.

Factors Affecting Recruitment at Exim Bank –

Internal Factors	External Factors
Human Resources Planning Recruitment Policy Cost of Recruitment	political & Social Factors Supply & Demand

Types of Recruitment:

Exim Bank Limited implements two distinct recruitment policies.

1. **Annual Recruitment:** Recruitment is conducted annually in alignment with the HR plan.

2. **Need-based Recruitment:** Immediate recruitment is carried out in response to sudden vacancies.

Recruitment Sources and Methods

Exim Bank Limited utilizes two main sources for recruitment:

1. **Internal Sources:** Exim Bank Limited typically promotes employees internally, preferring candidates who are already familiar with the organization and possess relevant experience. Such internal recruitment processes require approval from senior management. This can be achieved through the methods outlined below:

    - Granting promotions
    - Facilitating transfers
    - Utilizing employee referrals
    - Implementing upgrades
    - Offering temporary assignments
    - Providing additional responsibilities

2. **External Sources:** Exim Bank Limited also recruits externally, sourcing candidates from the following places:

    - Various universities
    - Competitors and other companies
    - Unsolicited applicants
    - Newspaper advertisements
    - Company website postings
    - Offering internships

3.5 Steps in HR planning at Exim Bank Limited include:

❖ **Advertisement:** Vacancies are advertised specifying required skills, qualifications, experience, and competencies.

❖ **CV Submission:** Interested candidates are required to submit their resumes, with acknowledgement emails sent for all applications received.

❖ **Application Receipt:** Applications are received either for specific vacancies or general positions, with the HR team collecting applications for each job opening. Newspaper advertisements allow candidates a minimum of three weeks to apply.

❖ **Shortlisting Applications:** CVs are shortlisted by the HR department or relevant divisions to identify skilled candidates.

❖ **Candidate Notification:** Shortlisted candidates are informed via phone about the next steps, which may include an entrance test for entry-level positions or interviews for mid-level positions. Admit cards for tests are provided through courier services 7 to 10 days before the test.

❖ **Written Test:** Entry-level positions typically require a written exam to assess candidates' verbal, numerical, and reasoning abilities. Tests are often conducted by

BIBM/Staff College or Bangladesh Bank on behalf of Exim Bank Limited.

- **Interview:** Exim Bank Limited conducts interviews with a panel comprising HR professionals and senior management to ensure unbiased candidate selection, particularly for Management Trainees (MTs).

- **Final Approval:** Following the interview process, the management committee selects the candidates, and offer letters are issued.

- **Medical Examination:** Selected candidates undergo a medical examination at established diagnostic center such as Modern Diagnostic Center and Chevron Diagnostic Center to assess their fitness for the job. This revised version retains the essential information while ensuring it is appropriately paraphrased for your internship report, avoiding issues with plagiarism checkers.

3.6 Performance Appraisal Methodology

Past Adjusted Methods

1. **Rating scales:** Perhaps the easiest and most common method for assessing worker performance is the use of rating scales. It is made up of several numerical scales, each of which stands for a performance standard relevant to the work, such as output, appearance, attitude, and cooperation.

2. **Checklist:** This technique produces claims in two columns, one labeled "Yes" and the other "No". If the response is favorable, the evaluator simply checks the "Yes" column; if it is negative, they simply check the "No" column.

3. **Forced Choice Method:** In this method, the evaluator select which of a series of claims, grouped in blocks of two or more, is true or untrue. An employee's statements are given to the evaluator, who has to select the most accurate one.

4. **Behaviorally Anchored Rating Scales (BARS):** Performance scores are anchored using assertions of effective and ineffective behavior. The assessor finds actions that characterize worker performance. These measures are intended to evaluate the behaviors necessary for effective job performance.

5. **Paired Comparison Method**: In this method, the evaluator compares each employee with every other employee in pairs. The total number of comparisons is calculated using the formula N x (N-1) / 2.

6. **Weighted Checklist:** This is an efficient method for organizations where employees receive accurate feedback from evaluators. It motivates employees to perform better as they receive constructive feedback. The weighted checklist method is satisfying because it provides precise feedback.

3.7 Future Adjusted Method:

1. **Management by Objectives (MBO):** This method involves setting specific objectives for management, and performance is evaluated based on how well these objectives are met. The process includes defining clear goals and assessing the actions taken to achieve them.

2. **360-Degree Appraisal:** This approach collects feedback from the head of the branch, the head of the team unit manager, the senior manager, and the ultimate manager, among other sources. This comprehensive approach is known as a 360-degree appraisal, which systematically collects performance data on an individual or group from various perspectives.

3. **Assessment Center**: An assessment center is a set place where managers take part in tasks related to their jobs and be assessed by qualified observers. This method involves assessing managers' skills and performance through structured activities and observations.

3.8 Training and Development at Exim Bank Limited

Training Needs Assessment Process at Exim Bank Limited

Finding the performance requirements and the knowledge, skills, and abilities that employees need to accomplish them is the main objective of the training needs assessment. Allocating resources to areas with the highest demand is facilitated by conducting an efficient assessment of training needs. Finding the resources required to fulfill the organization's mission, increase productivity, and provide top-notch goods and services should be the main goal of this assessment.

Determining ways to improve the caliber of employees in terms of hiring, orientation, and training is the goal of the needs assessment. There are three steps in this assessment process:

- **Organizational Analysis:** Determine the overall needs of the organization.
- **Task Analysis:** Identify specific tasks and the skills required to perform them effectively.
- **Individual Analysis:** Assess the performance of individual employees to pinpoint areas where training is needed.

By following this three-phase process, Exim Bank can ensure that its training programs are effectively tailored to improve both individual and organizational performance.

3.9 Training Needs Assessment Process at Exim Bank Limited

- **Personal Analysis**

This procedure discovers whether workers need training and whether they are prepared to receive it. Exim Bank Limited evaluates the existing comprehension, skills, and abilities of trainees to identify who needs training.

- **Organizational Analysis**

Organizational analysis involves evaluating the overall suitability of training for the business. The company first assesses the available resources for training, including associated costs, and considers the expected benefits of the training programs.

- **Analysis of Job Requirements**

The bank analyzes job requirements by identifying the responsibilities of various roles and the necessary skills for successful performance.

3.10 Training Methods Used at Exim Bank Limited

Employee training techniques are referred to as training approaches. Various training methods are used by Exim Bank Limited, depending on the circumstance and the learning goals. These techniques fall into two categories:

1. **On-the-Job Training:** Training conducted at the workplace while employees perform their actual job.

2. **Off-the-Job Training:** Training conducted outside the workplace, often in a more formal educational setting.

Exim Bank Limited's training and development strategies cover a range of approaches that encourage employee training. These methods can be divided into two groups:

On-The-Job Training Methods

1. **Job Rotation:** This technique involves moving trainees between different jobs to gain knowledge and experience from various assignments. It helps new employees understand the complexities of different roles within the organization.

2. **Coaching**: In this approach, the trainee is assigned to a specific supervisor who acts as a mentor. The supervisor provides training and feedback to the trainee, guiding their development.

3. **Job Instructions:** This approach, which is sometimes referred to as step-by-step training, entails the trainer thoroughly outlining the work procedure. The trainer corrects any mistakes made by the trainee to ensure they learn the correct way to perform tasks.

Exim Bank Limited employs several training methods for cooperative and government personnel through its Human Resource Development (HRD) department:

1. **Job Analysis**: This process identifies and ascertains the responsibilities, tasks, and obligations of a particular profession in addition to the skills and credentials needed. It uses a variety of tactics, including desk audits, supervisor interviews, and observation.

2. **Observation**: By observing, the bank can identify which operative staff need training for their current tasks. Additionally, it helps in recognizing which executives require

development for future tasks or new work experiments.

3. **Questionnaire**: Questionnaires are used by government personnel to assess the training needs of existing employees, making it easier to understand their requirements.

4. **Interviews**: Through interviews, HR can discuss with individual employees to identify potential issues and problems that may be causing deficiencies, thus determining the areas where training is needed.

5. **Record Report**: The bank maintains record reports for all employees. Branch managers and HRD use these records to decide which employees need training and in which specific areas.

3.11 The Performance Appraisal Process

The following steps are usually included in the performance appraisal process:

1. **Setting Performance Standards**: Establish clear and specific performance expectations and criteria.

2. **Communicating Expectations**: Ensure employees understand the established standards.

3. **Measuring Performance**: Evaluate actual performance using various methods.

4. **Comparing Performance with Standards**: Assess achievement or deviation from the standards.

5. **Providing Feedback**: Discuss strengths, areas for improvement, and performance results.

6. **Setting Goals and Development Plans**: Collaborate on improvement goals and development actions.

7. **Documenting the Process**: Record outcomes, agreements, and development plans.

8. **Follow-Up and Monitoring**: Monitor progress, provide support, and offer ongoing feedback.

3.12 Factors That Distort Performance Appraisal

Performance appraisal processes can be distorted by several factors, including:

1. **Halo Effect**: The evaluator allows one positive trait or outcome to influence their judgment of other aspects of performance.

2. **Stereotyping:** Rather of considering the employee's actual performance, the evaluator base conclusions on the employee's traits, manners, and behaviors.

3. **Central Tendency Error:** Investigators place all employees in the middle of the rating scale rather than use the high and low ends.
4. **Errors of Strictness or Leniency:** The assessor usually assigns a score that is either higher (strictness) or lower (leniency) than the employee's real performance level.

5. **Personal Biases and Organizational Politics:** Personal prejudices and internal politics significantly impact the ratings employees receive from their supervisors.

6. **Recency Error:** Evaluators base their performance judgments on recent events and behaviors rather than on the employee's overall performance.

These factors can lead to inaccurate and unfair performance appraisals, impacting employee morale and development.

3.13 Performance of Human Resource Department over the last 5 years (2019-2023)

- **Recruitment, Selection, and Training:** Exim bank ltd follows a structured recruitment and selection process, utilizing both internal and external recruitment strategies. Internally, employees are often promoted or laterally moved, ensuring career development and cost-effective hiring. Externally, they use job postings, print ads, and online recruitment portals. The training process involves various programs conducted through the EXIM Bank Training and Research Academy (EBTRA). Training focuses on IT, risk management, Shariah banking, and customer service.

- **Promotions, Increments, and Incentives:** Promotions at Exim Bank are based on performance appraisals, with employees rewarded through career advancements, salary increments, and performance-based bonuses. The bank uses internal recruitment for these promotions to foster morale and retain talent.

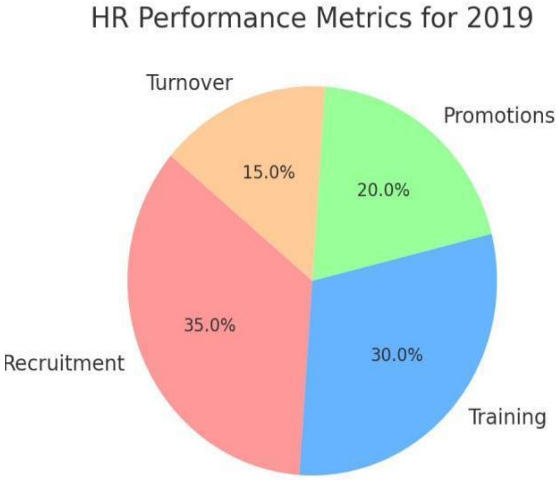
- **Turnover Rate:** Exim Bank has faced challenges with employee turnover, primarily due to the high-pressure work environment common in the banking sector. However, their continuous recruitment and training efforts have helped reduce the turnover rate, as the bank recruits skilled professionals to maintain operations efficiently.

- **Reasons for Turnover:** Turnover is mainly attributed to high stress, workload, and competitive industry standards. Employees often seek better work-life balance or higher positions in competing firms. Exim Bank works to mitigate this by offering internal promotions, career development programs, and regular salary increments.

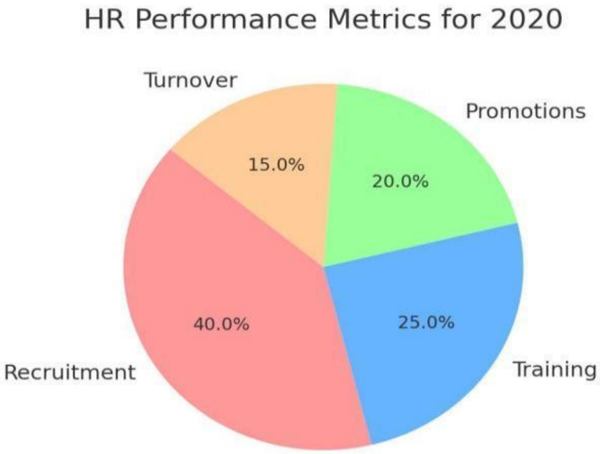
- **Tools and Software Used by HR Department:** EXIM Bank uses software for HR management tasks such as recruitment, employee records, and performance appraisals. Internet-based technologies support these operations, while the HR department ensures compliance with laws and smooth internal communication.

3.14 HR Performance Metrics Overview (2019-2023)

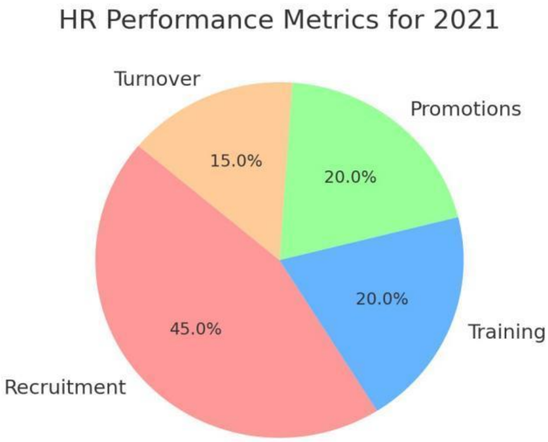
Understanding key HR performance metrics is crucial for evaluating the effectiveness of an organization's HR practices. The following analysis reviews the performance in recruitment, training, promotions, and turnover over three consecutive years: 2019, 2020, 2021,2022 and 2023.



In 2019, recruitment accounted for the largest portion of HR activities at 35%, followed by training at 30%, promotions at 20%, and turnover at 15%. This year shows a strong focus on employee development through training and recruitment, reflecting a balanced approach to workforce expansion and skill enhancement.



In 2020, Recruitment saw a slight increase, making up 40% of the HR efforts. Training was reduced to 25%, while promotions remained steady at 20%, and turnover stayed at 15%. This shift indicates a growing emphasis on bringing new talent into the organization, perhaps due to organizational expansion or turnover replacement.



In 2021, the HR department focused significantly on recruitment, which constituted 45% of the overall HR activities. Training and promotions were equally prioritized, each comprising 20% of the HR efforts. However, turnover accounted for 15%, indicating room for improvement in employee retention strategies.

In 2022, the focus shifted slightly recruitment dropped to 38%, reflecting a stabilization in the hiring process, while training efforts saw a considerable increase to 30%, emphasizing the organization's commitment to skill development. Promotions increased marginally to 22%, while *turnover* remained stable at 10%.

By 2023, the organization achieved more balance in its HR efforts recruitment accounted for 50%, indicating a strong focus on expanding the workforce. Training and promotions remained consistent at 20% each, reflecting steady development and advancement opportunities. Turnover remained low at 10%, suggesting successful retention strategies.

Over the five years from 2019 to 2023, recruitment saw a general upward trend, reflecting a continued emphasis on expanding the workforce or addressing attrition. Training fluctuated, peaking in 2019 and 2022, showing organizational shifts between up skilling employees and prioritizing new hires. Promotions remained stable throughout, highlighting a steady internal growth pipeline. Turnover consistently declined, indicating improved employee retention practices over time.

Chapter - Four

Findings, Recommendation, Conclusion

4.1 Findings

An intricate part of the entire management process is HRM. HR operations are thought to be the key determinant of any success or failure. Exim Bank Ltd. constantly places a high value on its HRM procedures because of this. The following details have been found throughout the investigation and should be explained:

Here's a concise summary of the internship report:

- Exim Bank Ltd. uses both internal and external recruitment with a focus on diversity.
- Mainly, executive-level employees are recruited from internal sources Conversely, external sources are used to hire technical level staff.
- Open advertisements are preferred for a large candidate pool.
- Training includes on-the-job and external programs tailored to business needs.
- Market-based wage system and various incentives are offered.
- The company adheres to labor laws and maintains good labor relations.
- Fresh graduates are hired for entry-level roles; mid-level roles prefer internal candidates.
- Selection boards include line managers and HR professionals.
- Programs consist of management development, specialist training, off-the-job training, and on-the-job training.
- Exim Bank also provides services to warriors and those fighting for freedom.

4.2 Recommendation

To provide Exim Bank Ltd. a competitive edge, I would like to suggest making the following changes to the company's HR procedures:

- In order to reduce time, the selecting process should be simplified.
- Use an external recruiting firm for higher-level roles for diverse, competent candidates.
- Reorganize the compensation policy the current basic salary is low.
- Technology should be used to speed up the hiring and selection process.
- Actively hire disabled individuals for suitable positions, fostering inclusivity.
- Implement e-learning programs to boost productivity and efficiency.
- Recognize employee contributions and provide feedback.
- The length of the training term has to be extended by Exim Bank Limited.
- Promote a team-oriented culture to enhance competitiveness and collaboration.
- Exim Bank Limited's training sessions have the potential to be more enjoyable, productive, efficient, and time-saving.

Through the help of my recommendations, I hope the organization will enhance employee performance.

4.3 Conclusion

Banks offer their services one of the top banks in the nation is Exim Bank Ltd. A big and intricate part of any organization's overall management process is human resource management (HRM). Human resource-related activities are thought to be the determining force behind all success or failure. Exim Bank Ltd. continually prioritizes the entire HRM procedures because of this. I believe that EXIM Bank Ltd.'s HR policy is sound, however they should appropriately address any issues that may occur. They must effectively grow their capital, or human resource, if they are to succeed. In my humble opinion, Exim Bank Ltd. has the best human resources department of any bank in Bangladesh.

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