Internship Report

on

“An Analysis of Training and Development Process of United Commercial Bank PLC (UCB)”

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"An Analysis of Training and Development Process of United Commercial Bank PLC (UCB)"

Submitted to:

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Letter of Transmittal

16^{h} January, 2025.

Dr. Khadiza Rahman Tanchi
Associate Professor
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

Subject: Submission of Internship Report.

Dear Sir,

I am honoured to present my internship report, a vital component of my academic curriculum. The report is titled "An Analysis of Training and Development Process of United Commercial Bank PLC (UCB)" and encapsulates the valuable knowledge and practical experience I gained during the internship. I have made every effort to ensure the report contains relevant and comprehensive information. This research topic genuinely piqued my interest, offering both perceptive insights and practical learning opportunities.

I sincerely hope that my report meets your expectations and secures your approval. While I have strived for perfection, I kindly request your understanding if any inadvertent mistakes remain.

Sincerely Yours,

....

MD PRANTO ISLAM NEJU
ID: 193-11-6350
Program: BBA
Major: Human Resource Management
Department: Business Administration
Faculty: Business and Entrepreneurship

Certificate of Supervisor

This is to certify that Md. Pranto Islam Neju, ID: 193-11-6350, a student of the Department of Business Administration at Daffodil International University, has successfully completed his internship report under my supervision. The report is titled *"An Analysis of Training and Development Process of United Commercial Bank PLC (UCB)"*.

I hereby confirm that the report adheres to the required structure and includes relevant and credible data, analysis, and conclusions. The student has followed all necessary steps and procedures to complete the report, and the final outcome reflects his dedication and effort.

I extend my best wishes for his continued success in all future endeavours.

……………………………………………......

Dr. Khadiza Rahman Tanchi

Associate Professor

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

Acknowledgement

First and foremost, I would like to express my deepest gratitude to Allah for His countless blessings, which enabled me to successfully complete this internship report. This experience has been an incredible journey of learning, equipping me with knowledge of banking operations, human resource practices, and corporate culture—skills essential for a bank internship.

I extend my heartfelt thanks to Dr. Khadiza Rahman Tanchi, Associate Professor, Department of Business Administration, Faculty of Business and Entrepreneurship, Daffodil International University, for her valuable guidance and support throughout this report. I am equally grateful to Mr. Sohel Chowdhury, Senior Officer at the UCB Dhanmondi Branch, for his invaluable assistance and insights, which greatly contributed to the successful completion of this study.

I also wish to thank the entire team at UCB for their cooperation and mentorship during my internship period. Their support not only enhanced my practical knowledge but also enriched my understanding of real-world banking practices.

Lastly, my heartfelt appreciation goes to my family and close friends, who stood by me and encouraged me throughout this journey. Their unwavering support made it possible for me to join the Daffodil family and complete this milestone. I am sincerely thankful to everyone who played a role in making this report a reality.

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Lists of Abbreviations

Abbreviations	Elaborations
ADC	Auto-Delivery Channel
ATM	Automated Teller Machine
BBA	Bachelor of Business Administration
CEO	Chief Executive Officer
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
UCB	United Commercial Bank
IBT	In-Basket Training
UCBTRA	United Commercial Bank Training and Research Academy
IDM	UCB Deposit Machine
OBT	Out of Bound Training
OIC	Organization of Islamic Conference
RDS	Rural Development Scheme
ROE	Return on Expectations
ROI	Return on Investment
SME	Small and Medium Enterprises
SWOT	Strength Weakness Opportunities and Threats
T&D	Training and Development

Executive Summary

This report is a comprehensive study on the training and development practices of United Commercial Bank PLC (UCB), prepared as part of a three-month internship program required by Daffodil International University. It provides an in-depth analysis of the bank's approach to equipping its workforce with the necessary skills and knowledge to thrive in a competitive banking environment.

The report is divided into five key sections. The introductory section outlines the background, objectives, scope, methodology, and limitations of the study. It sets the stage for understanding the significance of training and development in modern banking practices. The second section offers an organizational overview, including UCB's history, vision, mission, and objectives, along with its management structure.

The third section focuses on the strategies, tools, and initiatives UCB employs to train and develop its employees. This includes programs aimed at fostering both personal and professional growth. Data gathered from employee interviews, questionnaires, and UCB's annual reports suggest that the majority of employees are satisfied with the bank's training programs, workplace environment, and overall benefits.

The final sections of the report present the findings, analysis, and recommendations based on the study. Suggestions for enhancing the effectiveness of UCB's training and development programs are also included, ensuring continuous growth and improvement.

This report draws from a variety of sources, including books, research papers, online articles, and organizational reports, to present a detailed and accurate depiction of UCB's training and development practices. It concludes that the bank's commitment to employee growth plays a significant role in its overall success and adaptability in an ever-changing global environment.

Chapter: 01
Introduction

1.1 Overview of the Study

Bangladesh, a nation characterized as one of the least developed globally, sees its banking sector playing a pivotal role in the country's socioeconomic advancement. The agricultural and industrial sectors, which are the primary contributors to the national income, are heavily dependent on financial services. Without banks, a nation's progress is not possible. Among the rapidly growing institutions in Bangladesh's banking sector is United Commercial Bank PLC, which follows the leadership of UCB banking. As one of the largest Muslim-majority countries, Bangladesh's people largely follow the teachings of the Quran and Sunnah, aligning with UCB's values. United Commercial Bank PLC adheres to banking regulations in all its operations. It is a key player in the nation's development, offering transparent banking practices, fostering positive customer relationships through a progressive and competitive approach, and ensuring a secure financial environment for both employees and customers. By offering exceptional customer service, UCB enhances the experience of customers who deposit money into the bank, which, in turn, contributes to its growth. The bank's commitment to fair HR policies and procedures is crucial in meeting its financial goals. Training and development are deliberate actions aimed at improving the job-related skills of employees. Various factors, including behavior, skills, attitudes, and training methods, play a role in an employee's ability to perform effectively. Development programs aim to upgrade skills and industry-specific knowledge, and organizations that excel in training and development view their employees as essential partners, recognizing their importance in today's business environment. This report also covers various topics related to training and development.

1.2 Study Background

Training and development are vital in enhancing employee performance, preparing them to work across diverse fields and industries. At United Commercial Bank PLC, training programs are designed to improve employee performance, helping them tackle challenges and deliver outstanding customer service. These programs also open pathways for employees to progress in their careers.

1.3 Study Scope

During my internship at a respected banking institution, I gathered insights relevant to my BBA program with a focus on human resources management. This report is centered on the planning and development strategies at United Commercial Bank PLC (UCB). The study will be based on training and development practices, covering both staff training initiatives and the essential banking principles upheld by UCB.

1.4 Study Objectives

General Objective:
The main aim of this report is to provide a comprehensive introduction to the training and development framework at United Commercial Bank PLC (UCB).

Specific Objectives:

- To conduct a training needs analysis at United Commercial Bank PLC.
- To examine the training and development techniques that enhance HR practices at United Commercial Bank PLC.
- To identify issues within the training and development system and propose potential solutions for improvement.

1.5 Methodology

This section outlines the method we used to conduct our study and the subsequent actions we did. In order to get thorough information, we used a combination of primary and secondary data collecting techniques. In order to gather secondary data, we looked through corporate profiles, banking-related media, pertinent theoretical literature, and web/online sources. We also gathered primary data by conducting in-person interviews with employees from different departments, informal interactions with bank executives and employees, and interviews with bank workers. The substantial experience we gained throughout our internship served as the foundation for our report.

1.6 Limitations of the Study

This study faced several limitations, which are as follows:

- The three-month duration of the internship was insufficient for gathering comprehensive information and preparing a detailed report.
- Limited access to information as employees were too busy to share personal insights about UCB.
- Lack of publicly available data on the UCB website, with most of the report being based on annual reports and information found online.
- As this was my first experience in a professional work environment, I felt anxious about asking questions and writing the report.
- Some knowledge was kept confidential and not shared by subordinates due to adherence to the bank's policies.

Chapter:02
Organizational Overview

2.1 History of United Commercial Bank PLC

United Commercial Bank PLC was established in Bangladesh on June 26, 1983, under the Companies Act of 1994. The bank went public, listing on the Dhaka Stock Exchange Limited on November 30, 1986, and on the Chittagong Stock Exchange Limited on November 15, 1995. UCB is a partnership comprising UCB Development Bank, an investment firm, banks from Muslim Middle Eastern countries, and Bangladeshi entrepreneurs.

According to *The Economist*, UCB Bank played a significant role in elevating Bangladesh as a leading manufacturing hub for the apparel industry outside China. United Commercial Bank PLC is a prominent financial institution in Bangladesh, widely recognized for its adherence to Islamic Shariah principles. The bank strictly prohibits engaging in transactions involving the receipt or payment of interest, aligning with the ethos of the Islamic financial system.

UCB's headquarters is located in Gulshan, Dhaka, Bangladesh, and it operates with 224 branches nationwide. Mrs. Rukhmila Zaman serves as the Managing Director of UCB, steering the bank's operations. Over the years, UCB has become a significant name in the private banking sector of Bangladesh, with a strong history of providing exceptional services.

UCB's inception can be traced back to the vision and leadership of the late founder, Akhtaruzzaman Chowdhury, who played a key role in shaping the bank's trajectory. After 38 years of growth and remarkable service, UCB continues to contribute to Bangladesh's banking landscape as a symbol of progress and innovation in private banking.

As we cross the incredible 38-year mark, we can confidently say that we are also helping the nation's trade, business, and industry grow. The bank has already established a notable reputation in the private sector banking industry through boutique services, creative methods, and effective management. It has a large network of 358 branches, 574 ATM/CRM, agent banking, Islamic Banking UCB Taqwa, Mobile Financial Services Upay, Priority Banking Imperial, remittance services, credit card, and many more.

Furthermore, we are proud to be a socially conscious company that always looks for methods to improve both the general public and the local communities where we operate.

2.2 Vision Statement

The objective of United Commercial Bank (UCB) is to consistently achieve exceptional financial results while being recognized as the leading bank in terms of reputation and performance. UCB aims to implement modern banking practices that ensure the stability and growth of the financial system, grounded in UCB's core principles. The bank seeks to evolve into a reliable and efficient institution by fostering a motivated workforce dedicated to serving customers and supporting the financial infrastructure. Additionally, UCB encourages students to invest directly using their savings, such as from dormitory funds, and aims to support investments in initiatives that have the potential to create employment opportunities.

2.3 Mission Statement

United Commercial Bank (UCB) strives to establish a welfare-oriented banking system that promotes fairness and justice in all economic activities. The bank aims to achieve balanced growth and equitable development by focusing on increased investment operations, particularly in the nation's priority sectors and the most underdeveloped regions. UCB is committed to encouraging social development by providing financial services to individuals with modest incomes, with a particular emphasis on reaching underserved rural areas. Through these efforts, UCB seeks to contribute to the overall socioeconomic progress of the nation.

2.4 Organizational Goals

1. To ensure customer satisfaction by providing exceptional services and fostering positive relationships.
2. To implement technological advancements and develop a succession plan for managers, ensuring the welfare-oriented banking practices necessary for UCB’s growth into a trusted financial institution.
3. To prioritize the welfare of clients by meeting their financial needs and expectations.

3. To maintain consistent high ratings based on the quality of assets and emerge as a stronger, healthier bank at the forefront of the banking industry.

4. To ensure diversity in terms of industry, size, economic goals, and location, while promoting prudent investment practices and growth, particularly for retail banking, SMEs, and women entrepreneurs.

5. To invest in the nation's key and priority sectors, contributing to economic development.

6. To cultivate a culture of performance-driven hiring and become an employer of choice by attracting and retaining top talent.

7. To prioritize human resources alongside financial capital, ensuring a balanced and effective workforce.

8. To ensure a successful career path for employees, offering appealing benefits and a top-tier work environment.

9. To maintain strict adherence to Sharia principles and regulatory compliance, leaving no room for negligence.

10. To consistently train and develop human resources, providing adequate logistics to meet the evolving needs of consumers.

11. To actively contribute to the development of underdeveloped regions and communities, furthering social and economic growth.

2.5 Organizational Structure

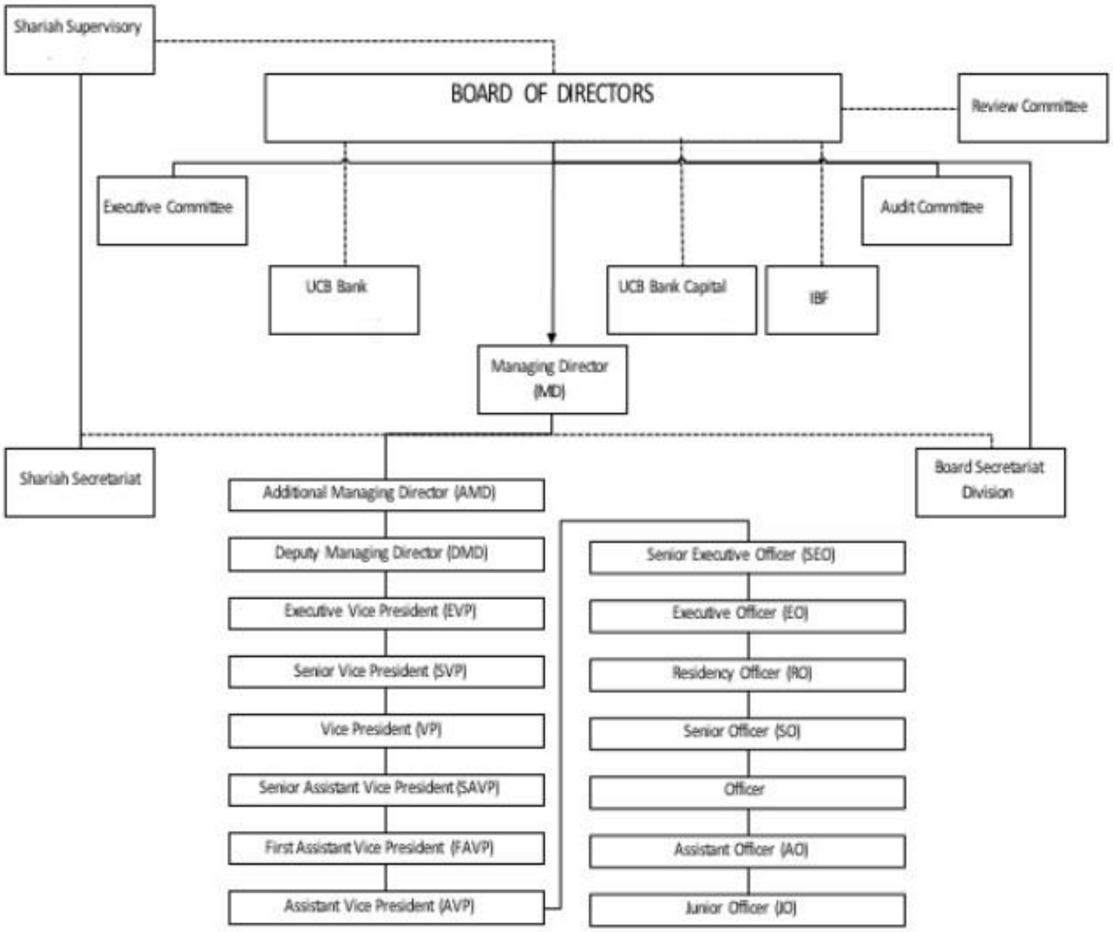


Figure 1: Organizational Structure

Chapter: 03

Theoretical Background

3.1 Definition of Training at United Commercial Bank PLC

Training at United Commercial Bank (UCB) PLC is an integral part of employee development and operational efficiency. The training programs aim to equip staff with the skills, knowledge, and competencies necessary to perform their roles effectively and in alignment with the bank's goals. Below is a breakdown of the key areas in which training is provided:

1. **Employee Orientation**
   New employees undergo an orientation process designed to introduce them to the bank's values, mission, policies, organizational structure, and key objectives. This orientation ensures that employees understand the culture and expectations at UCB and are ready to contribute positively to the organization.
2. **Regulatory Compliance Training**
   Employees receive training on various banking regulations and compliance standards to ensure that UCB adheres to local and international legal frameworks. This training helps maintain the bank's reputation for ethical practices and ensures operational transparency.
3. **Product and Service Knowledge**
   Employees, particularly those in customer-facing roles, are trained on the wide range of products and services offered by UCB. This training covers the features, benefits, and processes related to different banking products to ensure employees can assist customers efficiently.
4. **Customer Service Training**
   Customer service is a key focus, and employees interacting with clients undergo training to enhance their communication, problem-solving skills, and overall service quality. This helps improve customer satisfaction and foster positive relationships.
5. **Security and Fraud Prevention**
   Given the sensitive nature of banking, employees are trained in security protocols and fraud prevention measures to safeguard both the bank and its customers from potential risks.
6. **Technology and Systems Training**
   As technology plays a vital role in modern banking, employees are trained on UCB's internal systems, software applications, and technological

infrastructure. This ensures employees are capable of utilizing banking systems efficiently and adapting to any technological changes.

7. **Risk Management Training**
   Employees are educated on risk management strategies, which help them identify, assess, and mitigate operational risks within the banking environment. This training is crucial for maintaining the stability and security of banking operations.

8. **Professional Conduct and Ethics**
   UCB emphasises the importance of professional ethics and integrity. Employees are trained in maintaining high moral standards and professionalism in all their interactions and banking activities.

9. **Leadership and Management Development**
   For employees in or aspiring to leadership roles, UCB provides training in management, strategic decision-making, and leadership skills. This ensures that future leaders are well-equipped to guide the bank towards success.

10. **Ongoing Education:**

    Given the dynamic nature of the banking industry, UCB encourages continuous education to help employees stay current with market trends, legal changes, and advancements in technology. Ongoing training ensures that employees remain knowledgeable and adaptable in a rapidly evolving sector.

Training at United Commercial Bank PLC is continuously refined to meet the specific needs of employees and adapt to the changing banking environment. Each training program is designed to enhance employees' performance, align with industry standards, and contribute to the overall success of the organization.

3.2 Definition of Development

At United Commercial Bank PLC, "development" may mean many various things, including employee skill development, technology innovation, new product and service development, organizational growth, and community service. Important elements that go into starting a commercial bank include the following:

Organizational Growth:

1. Branch Expansion: To draw in more customers, the bank should expand its physical presence by opening additional branches in strategic locations.

2. Market Penetration: boosting market share by focusing on particular clientele or geographical areas.

Technology Enhancement:

1. Digital Transformation: Using and incorporating cutting-edge technology to improve client experiences, expedite banking procedures, and maintain competitiveness in the digital age.

2. Fintech Collaboration: Partnering with fintech companies to leverage innovative solutions and improve the efficiency of banking services.

Product and Service Innovation:

1. New Financial Products: Creating and launching fresh financial services and goods to cater to clients' changing wants.
2. Customisation: Modifying current products and services to better suit the requirements of certain business sectors or market niches.

Risk Management:

1. Advanced Risk Models: Lowering the financial risks associated with lending, investing, and other banking activities by the application of sophisticated risk management models and strategies.
2. Compliance: maintaining the bank's reliability and image by ensuring that legal requirements and industry standards are adhered to.

Employee Skill Development:

1. Education and Training: provide staff with ongoing training to enhance their skills, keep them up to date on market trends, and promote career growth.
2. Leadership development: Refers to financial programs that assist employees at various organizational levels in developing their leadership skills.

Customer Experience Improvement:

1. Service Excellence: The objective is to deliver exceptional customer care through customized discussions, expedited processes, and convenient access to financial services.
2. Customer input: Collect and apply consumer feedback to identify areas for innovation and development.

Social Responsibility and Community Engagement:

1. Corporate Social Responsibility (CSR): Corporate social responsibility, or CSR, includes things like supporting sustainable development, promoting financial literacy, and providing funds for local projects.
2. Ethical Banking Practices: Promoting a positive corporate culture and upholding moral principles in all commercial dealings.

Financial Inclusion:

1. Reaching Underserved Markets: Creating programs to provide underserved or unbanked groups with banking services.
2. Innovative Financial Inclusion Products: In developing markets, introducing goods and services that address the particular requirements of people and companies.

Analytics and Market Research:

1. Data-Driven Decision Making: Finding development opportunities, comprehending consumer preferences, and using data analytics and market research to make educated judgments.

The banking industry is constantly developing, necessitating flexibility in response to shifting consumer demands, technology breakthroughs, and market conditions. Development plans that are successful are frequently in line with the bank's long-term objectives, mission, and vision.

3.3 Training vs Development

Training and development are both crucial for employee growth, but they serve different purposes and are often distinguished by their scope and goals.

Training refers to a structured process designed to help employees acquire specific knowledge, skills, and abilities (KSAs) required to perform their current jobs more effectively. It is typically short-term and focused on immediate needs. The primary objective of training is to improve employee performance by equipping them with the skills and competencies necessary to execute their tasks efficiently. It can include learning specific techniques, procedures, and tools necessary for the job, ensuring employees are prepared to meet the organization's expectations.

Development, on the other hand, is a broader, long-term process that aims to prepare employees for future roles and responsibilities. It focuses on the continuous improvement of an employee's potential and overall capabilities, including personal growth, leadership skills, and problem-solving abilities. Development programs are often more flexible and focus on the overall career advancement of the employee, including preparing them for leadership positions or higher-level responsibilities within the organization.

In summary, while training is typically short-term and task-specific, focusing on current job performance, development is an ongoing process that aims at overall career growth and readiness for future roles. Both are essential for fostering a skilled, motivated, and capable workforce.

3.4 Objective of Training and Development

1. **Enhance employees:** special abilities and competencies to ensure they possess the skills and knowledge necessary to be successful in their roles in the banking sector.

2. **Compliance and Regulatory Training:** Employees should be kept up to date on the latest guidelines and compliance requirements in the financial industry to ensure the bank conforms with legal and regulatory frameworks.

3. **Client Service Excellence:** In order to provide a positive customer experience—a crucial component in the highly competitive banking industry—staff members need enhance their customer service abilities.

4. **Leadership Development:** Find and develop future leaders within the company to take on important managerial and leadership positions.

5. **Risk management:** Provide instruction on risk assessment, mitigation, and management in light of the inherent risks associated with financial operations.

6. **Technology and Innovation**: Training employees on emerging technologies is crucial for adapting to changes in the banking industry. Programs should focus on new digital tools, systems, and security practices to enhance efficiency and customer service. Additionally, employees should be encouraged to embrace innovation and stay updated on trends like mobile banking and cybersecurity. This ensures UCB remains competitive and capable of meeting the demands of modern banking.

6. **Ethics and Integrity:** Encourage a culture in which workers conduct themselves in a way that reflects the highest ethical standards.

7. **Succession Planning:** As part of the organization's succession planning strategy, develop a talent pool of individuals prepared to assume critical roles.

8. **Employee Engagement:** Promote a happy and stimulating workplace to increase employee retention, contentment, and output in general.

3.5 Steps/Process of Training and Development

Training and development optimize human resource utilization by enabling employees to achieve both organizational and personal goals. It offers opportunities for developing technical and behavioral skills, fostering personal growth. Creating training programs for employees at all levels enhances their knowledge and capabilities, contributing to both individual and organizational success.

3.6 Methods of Training and Development

One effective training method is computer-based instruction, where a single group leader facilitates the process, reinforcing knowledge shared by other staff members. This approach enables efficient and structured learning, ensuring consistency and engagement.

3.7 Training Needs Analysis (TNA)

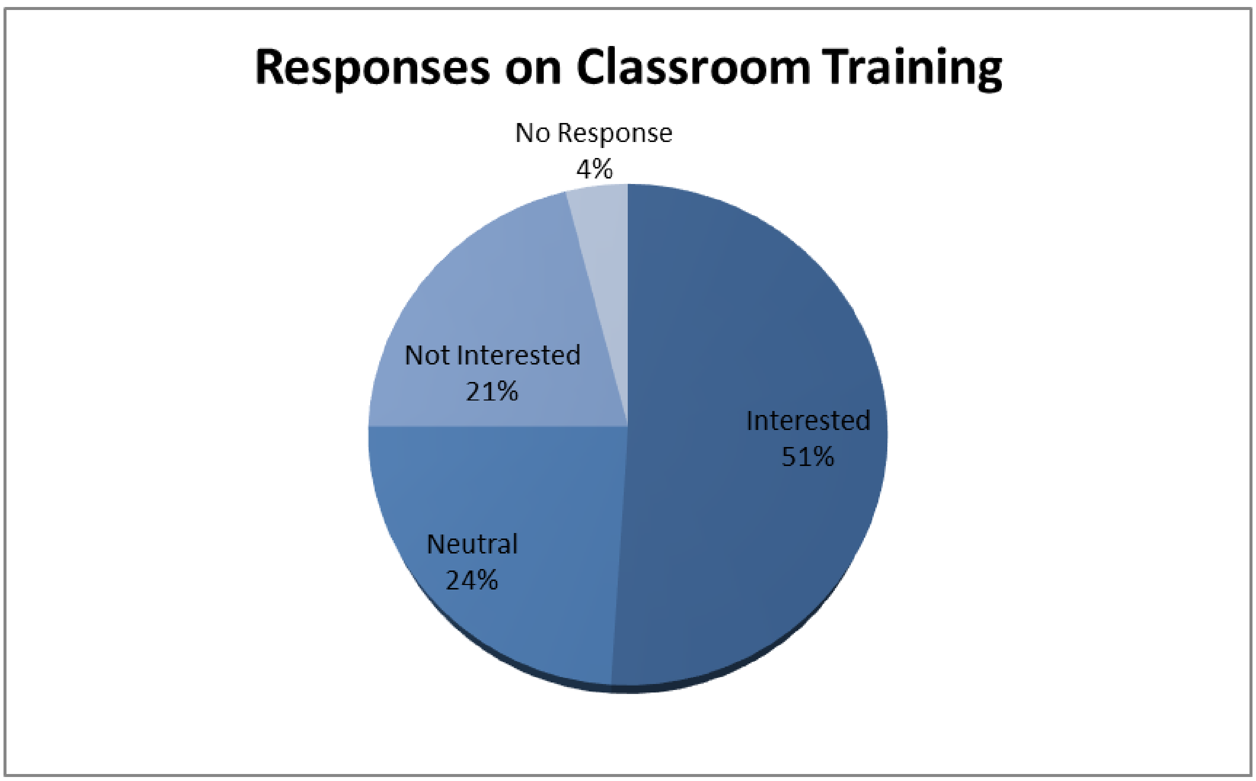
Training Needs Analysis (TNA) is a systematic process that identifies performance gaps and the specific knowledge, skills, and abilities (KSAs) needed for employees to perform effectively. It is crucial for ensuring that training resources are utilized wisely and strategically. TNA helps pinpoint whether employees possess the essential KSAs to complete tasks and guides the development of targeted training programs.

Importance of TNA:

- Ensures efficient use of resources and time allocated to training.
- Enhances shareholder motivation by analyzing strategic training needs and developing succession plans.
- Determines the types of training employees will need to assume new roles, aligning with future organizational goals.

3.8 Methods of Evaluating Training and Development

Evaluating training effectiveness is essential to measure the success of training programs. On-the-job training, where employees learn by performing tasks, is one common method. Additionally, off-site techniques like workshops and assessments are used to evaluate the overall impact and improvement in employee performance.



A **simulation exercise** is a training method that involves instruction, practice, observation, and evaluation of employees' skills. It aims to assess how well employees perform after training by evaluating their responses and actions. This process is also used to audit financial transactions, providing insights into performance levels.

Computer-based training is one of the most essential forms of training, particularly for employees who need to master specific software or systems. For example, online courses like QuickBooks training provide staff with valuable skills for using key tools effectively.

Programming techniques are similar to computer-based instruction and often involve a group leader who continues to teach and guide employees, often with the help of other staff members. Additionally, training can be done away from the actual work environment in a simulated workstation, using the same tools and equipment employees will use on the job, ensuring they gain hands-on experience.

Chapter: 04 The Training and Development Process of UCB

4.1 Training and Development Practices at UCB

Human resource management (HRM) at UCB plays a crucial role in driving training and development initiatives, aiming to enhance the organization's effectiveness and efficiency. The focus is on improving both individual and organizational performance, which is referred to as "learning and development." Employee behavioral issues are assessed to determine their training needs. This evaluation process identifies areas for improvement in performance and ensures that employees receive the right training to meet organizational goals.

Training is a key element in the development of employees, focusing on acquiring specific, in-demand skills and improving practice-based competencies. It is an essential tool for enhancing an employee's ability to perform their job effectively and efficiently.

Key characteristics of training at UCB include:

- Rather than teaching individuals how to reach a destination, training focuses on the steps needed to get there.
- Training empowers employees to accomplish specific tasks and skills, rather than setting lofty goals or ambitions.
- While training may not always be directly aligned with personal aspirations, it provides the foundation for effective job performance.

The broader aim of development is to improve the economic and social conditions of the country by enhancing human and natural resource management. Through skill development, attitude changes, and the transfer of knowledge, training and development efforts contribute to the organization's long-term success, ensuring sustained growth and profitability.

4.2 Current Training and Development Scenario of UCB

Visit the official website of United Commercial Bank PLC to view official reports and statements. Bank websites often publish financial reports, yearly reports, and other important papers.

Financial news and press releases: Keep yourself updated by keeping up with financial news sources and press releases. These sites might provide insight on partnerships, organizational changes, or current events.

Regulatory Filings: Publicly traded companies, including banks, are required to provide regulatory bodies with regular reports. Check the websites of the relevant financial market authorities or regulatory agencies for any recent filings made by United Commercial Bank PLCLarge banks are often covered by financial analysts, who provide analysis of their performance in analyst reports. Check to see if there have been any recent analyst reports on United Commercial Bank PLC.

Social Media and Investor Relations: Follow the bank's official social media accounts to stay up to date on announcements and developments. The investor relations sections of their website also include essential information.

Sources of News: Check reputable news outlets for any current articles or publications about United Commercial Bank PLC.

4.3 Training Needs Analysis at UCB

Training Needs Analysis (TNA) is a vital part of every organization’s growth, encompassing both internal strengths and weaknesses as well as external business opportunities and challenges. The initial phase of the training process is psychological, assessing the abilities of employees and setting realistic, achievable skill and performance objectives.

Organizational analysis is a key step in TNA, involving a systematic evaluation of the organization's goals, available resources, their distribution and use, growth potential, and overall environment. This analysis helps UCB identify where to focus its training efforts to enhance productivity and align employee performance with organizational goals. By determining the areas that need improvement, UCB can strategically target its training programs to drive efficiency and development across the organization.

Strengths

- UCBC is a financially solid company that provides outstanding and consistent quality customer service in all areas.
- UCBC has nearly attained client satisfaction.
- UCBC has an exploration division.
- In Bangladesh, UCBC has the biggest network of private bank branches.
- UCBC is growing its social service offerings.

• UCBC ensures constant quality and process by utilising contemporary technologies.

• UCB offers its workers a fantastic work environment.

Weaknesses

• Unlike other banks, the credit facility approach takes time.

• The workers find little attraction in the other zone.

• UCB is deficient in skilled human resources in a number of sectors.

•There isn't much exposure about UCB.

Opportunities

• Several branches may be open in a remote area.

• UCBC may claim that its customer service is more advanced and modern.

• Playing a leading position in the country's banking Islamization

• Because UCB offers a positive work environment, it can cultivate a workforce that is knowledgeable, competent, and skilled.

Threats

• A number of new banks are offering new services as they join the market.

• There are issues with the worldwide trend of mergers and financial organisation success.

• The problem stems from frequent devaluations of the taka and fluctuations in foreign exchange rates.

• Restoring the competitor's workplace.

• Local rivals offering similar items may gain a sizable market share.

4.4 Process of Training and Development of UCB

Organizational initiatives such as training and development aim to improve the performance of individuals and teams in the workplace. These activities enhance employees' skills and knowledge, focusing on both technical and managerial competencies. Continuous education is beneficial for both the organization and its employees, as it leads to professional growth and the acquisition of valuable credentials. The skills employees gain through training contribute to their personal development and job safety, while also promoting career advancement. This ongoing process ensures the organization remains up-to-date and competitive in the evolving business landscape.

• To increase employee proficiency for a particular task.

• To properly impart skills to employees so they may pick them up fast.

• To teach people a range of skills so they may work in a number of professions.

• Share viewpoints among staff members, the company, and its partners.

• A staff with established technical self-discipline performs better on average for the company.

• Ineffective use of supplies, plants, and appliances to educate staff on resource conservation, waste prevention, and air pollution reduction.

• To provide occupational fitness training as well as safety and safety training to staff members.

• To improve staff members' administrative skills so they can take on more roles and responsibilities.

Figure 2: Training and Development Process

4.5 Methods of Training and Development Followed by UCB

- **Organizational Culture:** Training is very highly valued by the company. Training and development serve the following purposes
- **Corporate Culture:** The company's corporate culture and effectiveness are enhanced via training and development. It facilitates the growth of an organizational culture of learning.
- **Skill development:** For employees to become more conscious and capable, they must develop and get ready. It determines both the full extent of the employee's personality and the boundaries of human intelligence.
- **Effective Utilization of Human Resources through Training and Development:** Training and development play a key role in optimizing the use of human resources by helping employees achieve both organizational objectives and personal growth.

- **Productivity:** Employee growth and training enable the company to meet its longterm objectives.

- **Team Spirit:** Training and development help the company achieve its objective by fostering and enhancing collaboration. It makes opportunities for cooperation possible.

- **Organizational Environment:** Training and development initiatives that foster a positive workplace environment encourage employees to feel valued and empowered, giving them a sense of ownership and involvement in the organization.

- **Prevention of Obsolescence**: Initiatives for training and development provide managers and innovative individuals the opportunity to prevent staff issues brought on by a worker's age, personality, drive, or incapacity to adapt to corporate technological improvements.

- **Quality**: Employee jobs and work-life balance are improved through training and development.

- **Healthy Work-environment:** Workers who get training and development are better equipped to operate in a healthy environment, which helps the business by allowing them to do their best job.

4.6 Evaluation Methods for UCB'S Training and Development Process

Assessing how successfully the initiatives have improved employees' performance, knowledge, and skills is part of evaluating United Commercial Bank PLC's training and development program. The training and development process may be evaluated using the following methods:

Pre- and Post-Training Assessments: Both before and after the course, provide tests to determine the level of knowledge and skill improvement.

Comparing the results can help you decide whether the training was effective in increasing staff capacities.

Employee Feedback Surveys: Find out what the staff members who participated in the training think.

To learn more about their opinions of the training's general effectiveness, substance, and delivery, use questionnaires.

Manager and Supervisor Feedback: Discuss any changes in employee performance after training with managers and supervisors.

Assess if the training has enhanced performance on job-related tasks and responsibilities.

Performance Metrics: Analyze performance metrics like as production, work quality, and client satisfaction both before and after training.

Look for connections between training initiatives and modifications to important performance metrics.

Observations and Utilizing Skills on the Job: Observe employees using newly acquired skills in the job. Determine the extent to which they have integrated the instruction into their daily responsibilities.

Learning Analytics: Utilize learning management system (LMS) analytics to track training content engagement, completion rates, and employee progress. Analyze data to identify trends and areas for improvement.

Cost-Benefit Evaluation: Measure the return on investment (ROI) by comparing the costs of training with its benefits, such as improved productivity or reduced employee turnover. Evaluate whether the advantages surpass the costs.

Assessments Following the Training: Assessments should be carried out a few weeks or months after the training to determine the Long-Term Effect. Assess the degree to which recently learned skills are used and maintained over time.

Comparative analysis: Analyze and compare the company's training programs to industry best practices. To identify opportunities for innovation and development, compare your business to others that are similar.

Focus Groups: Arrange focus groups with participants to allow them to discuss their experiences in further depth. Gather qualitative data about the perceived benefits and drawbacks of the training programs.

Alignment with Organizational Goals: Assess how well United Commercial Bank PLC's training and development programs align with the company's broader objectives and strategic vision.
A training program should have an influence on the organization's performance. By combining a number of evaluation methods, United Commercial Bank PLC may fully understand the effectiveness of its training and development program and make informed decisions for continuous improvement.

Chapter: 05
Key Findings, Suggestions, and Conclusion

5.1 Findings

During my internship, I took part in a range of routine bank procedures. Nevertheless, because my UCB HR manager was based in the company's main office on Gulsan Road, it was difficult to get in touch with her. I gained knowledge in handling data, interacting with clients, and carrying out tasks like performance evaluations throughout my internship. I can now clearly see that there is a connection between the system and pleased performance, and that the performance assessment system may be crucial in guaranteeing work contentment. I can provide some suggestions based on my examination of a number of results. They are:

1. Employees may not comprehend their issue if there is insufficient time to assess the system following training. Not every progress is flawless.
2. Computers and other technological support are not provided to all learners by the UCB authority. The training expenses of the UCB bank are not enough to pay for trainees' lunches.
3. The trainer typically uses the same approach for each segment with each learner.
4. It has been noted that the allotted training time for each program is shorter than the substance of the program.

5. It was also noted that throughout the traning session, there was minimal interaction between the learner and the trainee officer .

5.2 Recommendations

Despite United Commercial Bank PLC's strong performance, there are key areas that require improvement, as outlined below:

1. **Application of Advanced Technology:** UCB should invest in more advanced technological tools and resources to remain competitive in the modern banking environment.
2. **Expansion of Training Facilities:** The bank should increase the number of training centers, as currently, UCBTRA in Dhaka is the only facility, making it difficult for employees from other branches to access training opportunities.
3. **Adoption of Scientific Evaluation Programs:** The training programs should be based on scientific principles to enhance their effectiveness and ensure they meet the organizational goals.
4. **Clearer and Structured Training Methodology:** The training approach should be more structured with a clear vision to ensure effective implementation and results.
5. **Pre- and Post-Training Performance Assessment:** UCB should introduce performance assessments before and after training to evaluate its impact on employee performance and identify areas for further development.

6. **Performance-Enhancing Evaluation Programs:** HRD should provide expert guidance to trainers, emphasizing the significance of training programs and offering strategies for continuous improvement.
7. **Funding for Advanced Training:** Adequate funds should be allocated to support advanced training programs, including those conducted abroad, to enhance employees' skills further.

By addressing these recommendations, UCB can improve its training and development processes, thereby increasing employee efficiency and organizational growth.

5.3 Conclusion

Bangladesh's banking sector is highly competitive, with numerous banks vying for dominance. To stay ahead, bank employees must receive continuous training in customer service to improve their performance and meet customer expectations. A motivated workforce is essential for success, and the HR department should provide the right incentives and training to foster this motivation. Well-designed HR policies play a crucial role in organizational effectiveness.

United Commercial Bank PLC (UCB) has thrived with its strong administrative and human resources, particularly with its 90 branches, standing out as a leading trade bank in the country. With the support of highly skilled staff, UCB has excelled in providing exceptional banking and financial services.

To ensure sustained success, effective training programs are crucial to enhance employee performance, alongside unbiased and thorough evaluation methods. The continued development of HR policies and practices will contribute to the growth of UCB and the broader banking sector in Bangladesh, with training being most effective when it is consistently applied throughout its process.

Chapter: 06

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- Internship Program for University Students by UCBITP

6.3 Text Book

1. Employee Training and Development by Raymond A. Noe
2. https://www.academia.edu/36611395/INTERNSHIP_GUIDE_BOOK

6.4 Refarance

I would like to express my sincere gratitude to Sohel Chowdhury, Senior Officer of the UCB Thakurgaon Branch, for his invaluable assistance in completing this report. His support and insights were crucial in ensuring the accuracy and comprehensiveness of this work.

Appendix

Acceptance of Internship of Mr. Md. Pranto Islam Neju

Mia Asif Mohammad Salahuddin <mia.salahuddin@ucb.com.bd>

To: prantoislam454@gmail.com <prantoislam454@gmail.com> **Thu, Oct 24, 2024, 2:36 PM**
Cc: Head of Dhanmondi Branch <hob.dhn@ucb.com.bd>, OM BCO of Dhanmondi Branch <ombco.dhn@ucb.com.bd>

Dear Mr. Md. Pranto Islam Neju,

Congratulations, we are pleased to inform you that you have been selected to carry on a three month long internship program at United Commercial Bank (UCB) PLC with effect from October 27, 2024 at our Dhanmondi Branch.

Since this internship is prerequisite of Graduation/Post Graduation, kindly follow the guidelines designed by your University. Furthermore, an internship training guideline of UCB is attached herewith to have overall banking knowledge and functions available at branches.

Kindly be advised that you will be provided conveyance allowance of Tk. 150 on daily basis, following the policy of the Bank, subject to satisfactory performance and your presence be required five working days at regular office hour.

At the end of your internship program, your performance will be evaluated objectively and you are required to submit an internship report to Human Resources Management Division within seven (7) days on completion of your internship program.

Sincerely yours,

Mia Asif Md. Salahuddin
FAVP, HRMD
United Commercial Bank (UCB) PLC
Corporate Office, Gulshan, Dhaka

Phone : +8809611999999, +880255668070, Ext- 7619

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Md Pranto Islam Neju 193-11-6350

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