

**Internship report on Recruitment, Training & Development process  
(A study on City Bank Ltd.Gulshan-1 branch)**

**Submitted to:**

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Major: Human Resource Management



**Daffodil International University**

**Submission Date: 17-01-2019**

## Letter of Transmittal

Date: 17-01-2019

To

Sayedul Anam

Assistant Professor

Department of General Educational Development

Daffodil International University

Subject: Submission of Internship Report.

Dear Sir,

It is a great pleasure to present the report title as \_\_Recruitment, training & development of City Bank Ltd (A study on City Bank Ltd.Gulshan-1 branch)“ Which was assigned to me as the partial requirement for the completion of Bachelor of Business admission.

It is my pleasure to work for a private commercial organization and gain an in depth knowledge about training, development & recruitment process. Through the studies I have tried with the best level to gather as much information needed, and related issue as related and tried to follow the instruction as you have suggested.

I am grateful to you for your guideline and kind cooperation at every step of my internship report. I shall remain grateful if you kindly take pen to go through my report and evaluate my performance.

Sincerely Yours,

Methila Haque

ID: 151-11-4572

Major: Human Resource Management.

Faculty: Business & Economics

## Certificate of Guide

This is to clarify that this internship report on \_\_Recruitment, training & development of City Bank Ltd (A study on City Bank Ltd.Gulshan-1 branch)“ has been prepared as a part of BBA (Bachelor of Business Administration), Department of Business & Economics, Daffodil International University. I clarify that: She has carried out internship under my direct supervision and guidance (for 3 months) & that the manuscript of the report has scrutinized by me.



.....  
Sayedul Anam

Assistant Professor

Department of General Educational Development

Daffodil International University

## Student Declaration

I do seriously declare that the report on recruitment, training, development process of city bank ltd has done by me after completing three month of internship in city bank ltd at Gulshan branch. Also this report has not been previously submitted to any other university or organization for any academic qualification, certificate or any degree.

I also declare that the report is my original work & it has been prepared for partial fulfillment of the requirement of bachelor of business administration (BBA) Degree.

.....

Methila Haque

Id: 151-11-4572

Department: BBA (Bachelor of business administration)

Major: Human Resource management

Daffodil international University

## Acknowledgement

It is a great pleasure and humble opportunity for me that I am assigned for doing my thesis report on \_\_Recruitment, training & development of City Bank Ltd (A study on City Bank Ltd.Gulshan-1 branch)‘‘. During my report preparation i have been fortunate to get the support, assistance and encouragement from a number of individuals.

Firstly, I am very grateful to the Almighty Allah for enabling me to complete this report successfully. I want to convey my heartfelt respect and cordial thanks to my honorable supervisor Assistant Professor Sayedul Anam for giving me opportunity to carry out this report and I also like to thank for his generous cooperation and constant guidance that made me really confident about the outcome of my report.

Finally my thanks go to my friends, my family members who were involved and helped me directly and indirectly in preparing this report.

## Executive Summary

City Bank Ltd is one of the largest successful banks in Bangladesh. In Bangladesh it has good market reputation and market position. This report mainly deals with the process of recruitment Training and Development of City Bank Ltd.

Based on my practical knowledge and experience I have made this report. I have surveyed questionnaire among some employees of City Bank Ltd Gulshan branch. I have prepared my report based on the information and data that I have got from the bank and from the head office. I have also tried to collect information regarding the particular topic. I have tried various sources like internet, questionnaire, field data etc.

Training and development are one of the most significant areas that every bank emphasizes on to develop their manpower to sever their customer best and to survive in the market. The HR of City Bank Ltd maintains a structured and organized training structure to train their employees by better trainers. The ultimate objective of the training is nothing but ensuring the overall development of the employees and achieving competitive advantages through skilled employee.

In chapter-1 we discuss Introduction, Objective of the study, Methodology of the study, scope of the study, Limitation of the study.

In chapter-2 we discuss Organizational Overview, Bank profile, Organogram of organization.

In chapter-3 we discuss literature Review.

In chapter-4 we discuss Recruitment, Training and Development process of the City Bank Ltd.

In chapter-5 we discuss Findings and Recommendation.

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**CHAPTER- 01**  
**Introduction**

## **Introduction**

The City Bank Limited is a full service scheduled commercial bank. It has both local and International Institutional shareholder. The bank is primarily driven with a view of creating opportunities and pursuing market niches not traditionally meet by conventional banks. The City Bank has been motivated to provide –best-in-the-class‖ services to its diverse assortment of customers spread across the country under an on-line banking.

Today, The City Bank is one of the fastest growing banks in the country. In order to support the planned growth of its distribution, network and its various business segments, The City Bank is currently looking for impressive goal oriented, enthusiastic, individuals for various business operations.

The bank wants to build a profitable and socially responsible financial institution. It carefully listen to the market and business potentials, It is also assisting stakeholders to build a progressive, healthy, democratic and poverty free Bangladesh.

The internship program of BBA is a partial requirement to take a taste of real life challenge conducted by the intern. It is an important part of BBA program. This report presents the outcomes of the study during the internship of The City Bank Limited.

## **Objectives of the Study:**

The Objective of the study is given below:

- To identify the overall Recruitment, training and development process of The City Bank;
- To evaluate the training and development methods of The City bank;
- To discuss impact of employee working pressure in their performance in City Bank;
- To identify the sourcing of training facilities of The City bank;

## **Methodology of the Study:**

The type of method used in this report is mainly of a descriptive nature. To meet the objectives of the study, I realized that a single method would not be effective. Formal & oral discussion,

direct observation, and printed papers of the Bank were found useful. Both primary and secondary sources were used here.

### **Nature of Study:**

This is exploratory type of research. Information has collected and finish the report in both Primary and Secondary sources.

### **Sources of Data Collection:**

The data are collected from two sources —

#### **I. Primary sources:**

- Practical banking work.
- Discussion with the employees of the City Bank limited.
- Personal Observation.

#### **II. Secondary sources:**

- Annual report, publications, training materials
- Periodical statements of the bank, brochures, booklets etc.
- Official Website of the City Bank Ltd.
- Documentary file of the City Bank Ltd.

### **Data Process and Analysis:**

- Collected information has processed through data processing software.
- Detailed analysis, working variable future projection and working definitions are incorporated in the report.

### **Scope of the Study:**

Firstly I wanted to enrich the report with all the information and activities of City Bank Ltd that I deserved from the head of of City Bank but as some training information are confidential and the HR was too much centralized and bureaucratic so I could not do what I wanted to do. So i conducted the training and development analysis on the City Bank Ltd (Gulshan Branch). I tried to collect the training information of all the employees of that particular branch and conducted a survey on training evaluation by them with a questionnaire. After preparing the report I can say the study on that particular branch about the training will be same for all other branches as the City Bank head offices offers same training for specific level of employees, and I can assure that the report will be enough to show the practice of Employee Training and development activities of City Bank ltd.

### **Limitation of the Study:**

Human Resource Department is the most confidential department in the City Bank Limited. Here as an intern I am allowed to get limited information for my study. I am not allowed to get the information which is too much confidential for the Bank. So in my report some information I have learnt from my Work. The main limitation encountered in producing this report is as follows:

- In many case up to date information is not published.
- Unwillingness of the busy key persons, necessary data collection becomes hard.
- Unavailability of sufficient documents as required making a comprehensive study.
- Time constraints were major drawback in this study, three month not sufficient.
- Bank policy should not disclose the confidential matters for many reasons.
- Only limited excess to human resource policy. Top personnel are allowed.

## **CHAPTER – 02**

### **Company Profile**

## Overview of The City Bank Limited.

The City Bank Limited one of the latest generations of commercial banks, which started its journey on the 4<sup>th</sup> of July 2001 with a vision to be the absolute market leader? The City Bank Ltd.is a commercial scheduled bank extending full range of banking facilities as per the directives of Bangladesh bank. It intends to set standards as the absolute market leader by providing efficient, friendly and modern fully automated on-line service on a profitable basis. The City Bank in surviving in the large arena through its unique and competitive products and it is the only local bank providing 100% integrated on-line banking.

The bank is mainly owned by privatize bank in Bangladesh. The City Bank Ltd. has positioned itself as a new generation Bank with a focus to meet diverse financial need a growing and developing economy.

The bank has embarked with a stated policy to promote broad based participation in the exile economy all the way through the provision of high quality banking service based on latest information technology. The bank will ensure this by increasing access to economic opportunities for all individuals and businesses in Bangladesh with a special focus on currently under served enterprises and households across the rural urban spectrum. We believe that growing the ability of underserved individuals and enterprises to build their asset base and access market opportunities will increase the economic well-being for all in Bangladesh.

To keep in tied with its sponsor, The City goals, the bank endeavors to provide mass financing especially to focus on under-served enterprises across the urban area. The bank focused on relationship based Banking, as it believes that the pursuit of profit and developmental goals are mutually reinforcing. This focus makes the bank to emphasize more on to explore and access market opportunities as well as build asset base to its clients conforming significant contribution to the profitability of the Bank.

## **Organizational Overview:**

The City Bank Limited, with institutional shareholdings by International Finance Corporation (IFC) and Shore cap International, has been the fastest growing Bank in 2005 and 2006. At the year end of 2006, The City Bank Ltd. had recorded a 103 percent growth in assets, and a 65 percent growth in liabilities, with an operating profit of 84 percent over the previous year 2005.

A fully operational commercial bank, The City Bank Ltd. focuses on pursuing unexplored market niches in the Small and Medium Enterprise Business, which hitherto has remained largely untapped within the country. In the last four years of operation, the Bank has disbursed over BDT 1200 crore in loans to nearly 32,000 small and medium entrepreneurs. The management of the Bank believes that this sector of the economy can contribute the most to the rapid generation of employment in Bangladesh.

## **Bank Profile:**

The City Bank Limited, with institutional shareholdings by International Finance Corporation (IFC) and Shore cap International, has been the fastest growing Bank. The Bank operates under a -double bottom line agenda where profit and social responsibility go hand in hand. A fully operational Commercial Bank, The City Bank Ltd. focuses on pursuing unexplored market niches in the Small and Medium Enterprise Business, which hitherto has remained largely untapped within the country. In the last six years of operation, the Bank has disbursed over BDT 7500 core in loans to nearly 200,000 small and medium entrepreneurs. The management of the Bank believes that this sector of the economy can contribute the most to the rapid generation of employment in Bangladesh. Since inception in July 2001, the Bank's footprint has grown to 56 branches, 30 SME Service Centers, 427 SME unit offices and 112 ATM sites across the country, and the customer base has expanded to 465,000 deposit and 187,000 advance accounts till December 2008. In the years ahead The City Bank Ltd. expects to introduce many more services and products as well as add a wider network of SME unit offices, Retail Branches and ATMs across the country.

### **Vision of the City Bank Ltd:**

To be the leading Bank in the country with best practices and highest social commitment also Financial Supermarket with a Winning Culture Offering Enjoyable Experience.

### **Mission of the City Bank Ltd:**

- To become the second largest bank in Bangladesh.
- Recruit the best from the applicants who can be a good resource to the bank.
- Motivate the employees by ensuring attractive salary and wages payments.
- Controlling the employees by using both X & Y motivation theories.
- Constant growth in ‘Small & Medium Enterprise’ sector.
- Manage and control the organizational relationships and responsibilities

### **Objectives & goals of CBL:**

- The objective of CBL is not only to earn profit but also to keep the social commitments and to ensure its co-operation to the person of all level to the businessman, industrialist and others self-inspiration activities.

### **Strategic objectives:**

- To achieve positive economic value added (EVA) each year.
- To be market leader in product innovation.
- To be one of the top three Financial Institution in Bangladesh in terms of cost efficiency.
- To be one of the top five Financial Institution in Bangladesh in terms of market share in all significant market segments we serve.

### **Financial objectives:**

- To achieve 20% return on shareholders’ equity or more, on average.



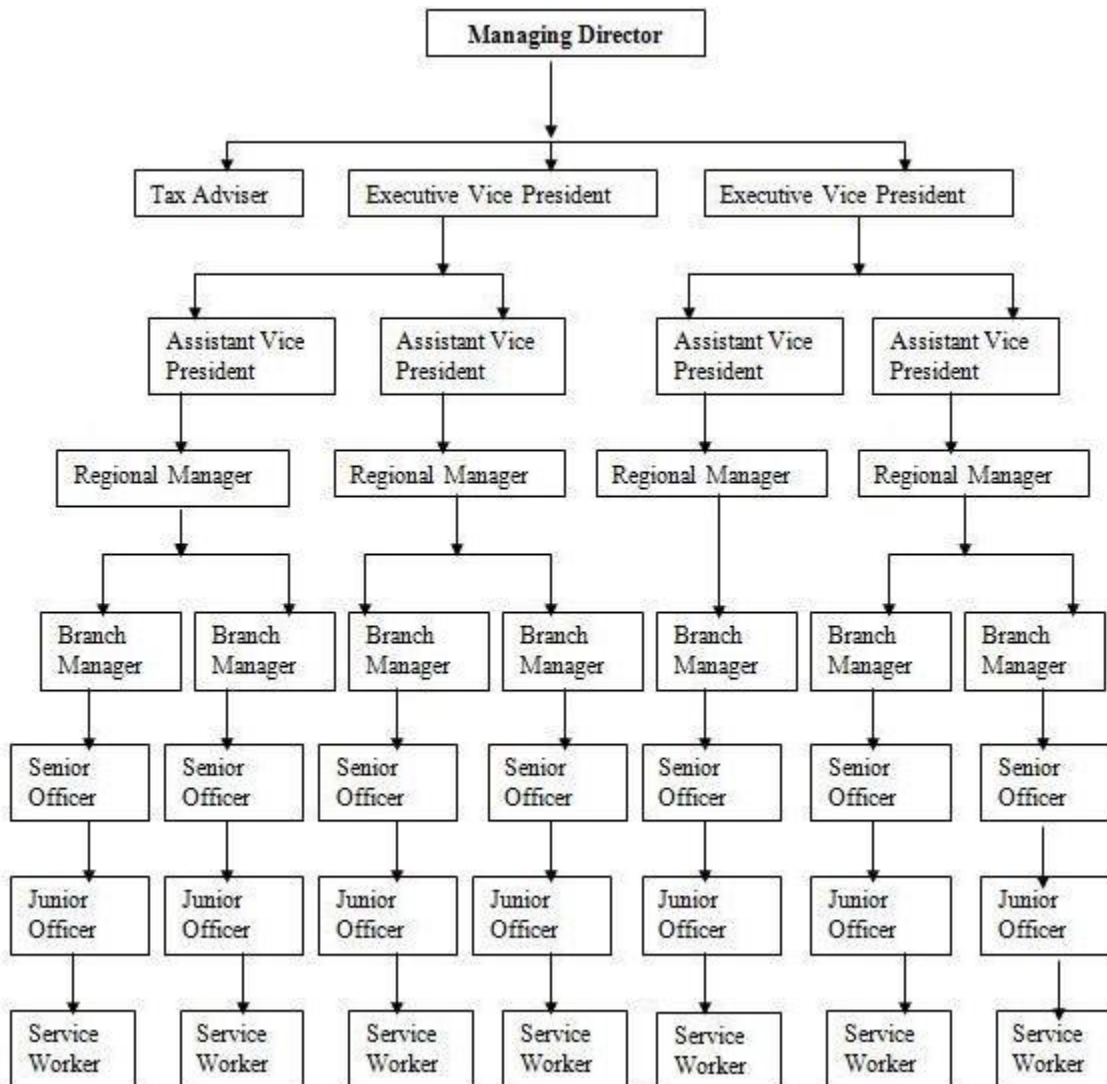
## **CBL Corporate Culture**

Employees of CBL share certain common values, which helps to create a CBL culture.

- The client comes first.
- Search for professional excellence.
- Openness to new ideas & new methods to encourage creativity.
- Quick decision-making.
- Flexibility and prompt response.
- A sense of professional ethics.

## **Organogram of CBL**

CBL has moved from current geography to Business Matrix in the coming month. With this end in view the Board of Directors in its meeting held on 29th July 2007 has approved an interim restructured organ gram and reporting lines for introduction in the bank. There structured organ gram and the reporting lines are shown in the next page The management of the bank strongly believes to achieve desired goals through these changes. The changes would also result in much more value addition to the employees of the bank.



## Functional Division of CBL

The Bank accomplishes its functions through different functional divisions/ departments. The divisions/departments along with their major functions are listed below:

### Financial Division

- Financial planning, budget preparation and monitoring
- Payment of salary
- Controlling inter-branch transaction
- Disbursement of bills

- Preparation of financial reports and annual reports
- Preparation/Review of returns and statements
- Maintenance of Provident Fund, Gratuity, Superannuation Fund
- Reconciliation

### **Credit and risk management**

- Loan administration
- Loan disbursement
- Project evaluation
- Processing and approving credit proposals of the branches
- Documentation, CIB (Credit Information Bureau) report etc
- Arranging different credit facilities
- Providing related statements to the Bangladesh Bank and other departments

### **Human Resource Division (HRD)**

- Recruiting
- Training and development
- Compensation, employee benefit, leave and service rules program and purgation
- Placement and performance appraisal of employees
- Preparing related reports
- Reporting to the Executive Committee/ Board on related matters
- Promotional campaign and press release

### **Information Technology (IT) Department**

- Software development
- Network management and expansion
- Software and Hardware management
- Member banks reconciliation
- Data entry and processing
- Procurement of hardware and maintenance

## **Retail Division**

- ATM card, Credit and system operation and maintenance
- SWIFT operation
- Credit Card Operation (Proposed)
- Customer and vendor relations
- AMEX card(American express)

## **Chapter 3**

# **Literature Review**

### 3.1 Literature Review:

Recruitment/selection and training/development represent two of the four key functions of HRM necessary and critical to support organizational strategies. From this perspective, strategic recruitment/selection and strategic training/ development occurs when practice is aligned with and into the strategic planning process of the organizations. Hsu and Leat (2000), noted that there appears to be some general agreement among a number of leading American and European researchers (e.g. Beer et al., 1984; Bratton, 1994; Brewster and Bournois, 1991; Guest, 1989a) that, whatever models and perspective on HRM are used, they believe that both recruitment/selection and training/development policies and practices should be done strategically and be perceived as integral. They emphasized that recruitment/selection and training/development not only seek to attract, obtain, retain, and retain the human resources the organization needs to achieve the strategic goals, but may have significant impact upon the composition of the workforce, the ultimate fit with the organization's needs and culture, and upon long-range employment stability and human development (cited in Hsu and Leat, (2000).

Today's organization cannot ignore the fact that a key element of an organization's resource capability is its people and greater attention is being given to the recruitment/selection process than ever before. Recruitment/ selection is just one of the key human resource (HR) practices that need to be integrated into a coherent -bundle by organizations in order to support the delivery of business or corporate strategy. Newell and Rice (1999) noted that for some, recruitment/selection lies at the very center of human resource practices in organizations where appointment decisions represent one of the most crucial ever taken by employers. While the recruitment/selection is typically the responsibility of the HR Director/Personnel, line managers in all the business units of an organization also have an important role in the recruitment/selection process.

Redding and Catalanello (1989) noted that the argument is convincing. Strategy-linked training may be essential to the success of contemporary firms challenged by increasing global competition, accelerating technological change, and shifting workforce demographics. In fact, according to Redding and Catalanello (1989) several leading organizations, including Motorola, General Electric, and Hewlett-Packard, credit their business success to training.

Similarly, Mestre and Stainer (1997) noted that in Japan, all new employees are perceived as interchangeable and, as such, are almost considered as non-entities since there is no difference between one individual and another. It is believed that this approach is such an intrinsic asset in Japanese companies that most are far more concerned with recruiting people who have the -right attitude to learning than to selecting those with the best existing skills for the job. Case studies by Dedoussis (1995) on Japanese manufacturing firms established in Australia found that recruitment practices by Japanese companies focuses on candidates in the 35-40 age groups who are hired directly according to demands of each firm. Additionally work experience is highly valued and little importance is attached to educational qualifications. However, formal educational qualifications are important in the case for managerial positions in bigger firms. His findings on recruitment in two larger firms, NEC and Toyota, differ from this pattern. In these two firms mid-career recruitment is used only when vacancies cannot be filled internally, while limited scale periodic recruitment of young graduates had in the past been introduced in anticipation of further business expansion. Recruitment at NEC focuses on the 25-30 age group as candidates in this age are considered less likely to leave than younger employees and yet be adaptable enough to pursue a career with a dynamic organization.

Another study by Gregory and Jain (1991), on HRM practices of Japanese and Malaysian Companies found that their Japanese subsidiary companies followed the recruitment policy of their parent companies. However, this practice is not as elaborate as that in the parent companies where direct contact is made with the educational institutions, and the interview may be conducted on campuses. In the case of Malaysian firms, there is some dissimilarity in their recruitment practices as compared to Japanese firm's practices. Based on author's observation and experience, HRM practices in Malaysia have shown that the full time local employees were recruited mainly through newspaper advertisement and by walk in interview. In some cases recruitment/selection are based on family and close friend recommendation. On another case study by Abdullah and Keenoy (1995) on the Japanese managerial practices in the Malaysian electronics industry noted that available vacancies are first offered to currently serving employees. Qualified applicants are assessed based on performance and seniority. With applicants of equal merit, seniority is used as the decisive criteria. Failing this method, employees are circularized in the hope that someone among their friends or relatives may be suitable. Only after this would the post is advertised outside the company. Interestingly, the

company believes this practice ‘helps to enhance the family spirit’ – a view endorsed by union representatives.

Another important feature related to HR development is total employee participation. To improve continuously the process of quality control, Japanese firms have developed various forms of organizational learning mechanisms such as the suggestion system. According to Zhao (1991) in about 40 years, for instance, Toyota has received some 20 million ideas for improvement through the employee suggestion programs. New ideas and suggestions not only provide inputs and benefits for producing good quality products, but also motivate workers and keep them highly committed (Yang, 1994). Similarly, the emphasis on coordination and cooperation across departments makes it imperative for firms to encourage multifunctional skills so that workers will be able to learn cross-functional skills and share with one another to accomplish organizational goals. The continuous practice of job rotation contributes to strong and effective work teams, which are the key for better product quality and organizational effectiveness.



## Chapter 4

### **Recruitment Training & Development Process of City Bank Ltd**

### **Human resource Department of City Bank Ltd**

Human resource department in The City Bank Ltd. exist to help people and organization reach their goals. Along the way, they face many challenges arising from the demands of the employees, the organization, the society. The domestic and international environments are the particularly turbulent because of the growing challenges also result from ever changing laws, especially laws that address the need for equal employment opportunity. Within these constraints, the human resource department of The City Bank Ltd. must contribute to the organization's -bottom line in ways that are both ethical and socially responsible.

### **HR Objectives of City Bank Ltd**

The City Bank Ltd has a fully functional Human Resources Division (HRD) supported by manpower. The HRD of the City Bank Limited performs the following functions:

- **Selection and Recruitment:** Recruitment means to estimate the available vacancies and to make suitable arrangements for their selection and appointment. Recruitment is understood as the process of searching for and obtaining applicants for the jobs from among whom the right people can be selected. After recruitment selection process begins. All candidates may not fit for job, they must be selected. This process is called selection process.
- **Training and Development of Employees:** Training and development employee means increasing job satisfaction & morale among employee, increasing motivation, increasing efficiency, capacity, methods among employees. It also reduces turnover rate of employee.
- **Compensation and Benefits Planning:** Compensation & benefit planning by Human resource management usually plan by officers who set compensation & benefits for employee.
- **Promotion Planning:** All kinds of promotions of employee are set by human resource managers who set promotions for employee for better works.

- Making Reward and Recognition Policies: For better performances human resource management of company make special rewards & recognition arrangement by which employee will encourage doing best.
- Policy Formulation for Staff Loans (Car/Housing): Loans for employee are all set by human resource management that encourage employee to do best.
- Employee Provident Fund Policy Formulation: Provident fund of employee are set by human resource managers which help employee to save money.
- Employee Welfare Fund Policy Formulation: Helping employee to welfare fund & policy formulation.

### **Recruitment & Selection**

Human Resource Management is a strategic approach of processing or recruiting, Training, Maintaining and developing the human resources of an organization. If a firm's competitiveness Depends on its employees, then the business function responsible for acquiring, training, Appraising and compensating those employees who has to play a major role in the firm's Success. As part of an organization, Human Resource Management must be prepared to deal with the effects of the changing world of work. This means understanding the implications of globalization, technology changes, work-force diversity, changing skill requirements, continuous improvement initiatives, the contingent work force, decentralized work sites, and employee involvement.

### **Recruitment Process of The City Bank Ltd**

City Bank tries to discover industrious and innovative people ready to embark on challenging career. During search for talent, City Bank carries out a number of activities such as:

- Online Database: By online activity log recruitment huge amount of educated people can apply for different jobs. It is very easy way to find right person for right jobs. So online database program is very important for selecting right person.
- Advertisement in daily Newspapers: By publishing vacancy announcement by daily newspaper candidates can easily know about recruitment circular. So by publishing advertisement one can easily know about vacancy announcement of bank.

- Accept hard-copy submission of CVs in Human Resource Division: Online cv submission should be for online registration. For final viva Human resource management should collect hard copy of cv from candidates.
- Occasionally from Job Fair: Different types of Govt & non Govt organization should arrange job fair so candidates can get know about job vacancy & new job announcement.
- Direct recruitment: Some organization recruits new candidates directly by liking. There are connecting with recruiters & candidates. So in that case there is no need of exam, viva etc only direct recruitment is done.
- Internal job posting: Some job posting are done by internally by mailing cv & negotiating salary against certain post. So in that case internally candidates are selected for certain post.

### **Recruitment Policy of The City Bank Ltd**

- All regular employees will appointed by the Managing Director.
- All HR contract and outsource contract employees will be appointed by The Head of Human Resource Division.
- The schedule of recruitment will be created according to the Service Level Agreement (SLA).
- The interview board will with The Head of Department of that post, The Supporting Department Head and The Head of HRD.

### **Factors to be considered in Recruitment Procedure**

Before going to the selection procedure, City Bank adopts some factors that are considered in recruitment process. These factors are:

- Resignation and terminations.
- Quality insurance and nature of Employee.
- Technological and administrative changes of the Employee.
- Financial availability of the candidates.
- Trend analysis

## Training Process of The City Bank Ltd

Human Resource development is an essential pre-requisite to achieving organizational goals. Continuous training of the employees and executives is aimed at capacity and professional skill building throughout the year .The City Bank Limited has an established resourceful training institute .Experienced banker's work as faculty members under the direct guidance of a director Training is a learning experience in that it seeks a relatively permanent change in an individual that will improve his /her ability to perform on the job. We typically say training can involve the changing of skill, knowledge, attitudes or social behavior. It is application of knowledge.

### Assessment to Training

- **Product Launching:** When new product is launched on bank training must be taken by employee from experts for protesting marketing strategy, product launch, product promotion etc. So training is essential for employee while new product is developed on bank.
- **Orientation:** While new product launched on bank it have to orient to employee, so training is must for orientation. By training one employee can only know about new product strategy, development assessment process.
- **Lack of Performance:** When employee have lack of knowledge on new product development training is must for employee to gather information about new product.
- **Transfer to new department:** When employee are transferred to new department training is must for developing & gathering knowledge about new department manner, culture ,working procedure etc.

## **Center of Training**

- Center: Training is done to employee on bank training & development branch. All branches are busy with customers so some branches are only for training & development new employee for future.
- Self/Hire: Some training is given by branch head or senior head persons, others important issues are given by hired persons from recognized organizations with highly skilled & knowledge.
- Incentives: All training occurred on bank, employees are offered minimum incentives. Also employees are given lunch package with tea breaks.
- Development assessment: After successful training final assessment is done overall on all employees that result is how much they gather knowledge from seminar/training. After all it's an evaluating system by which employees are examined how much they gather knowledge from training.

## **The Training program includes**

- Orientation Training: Orientation training program is very essential for new employee. It includes how new employee can sustain in new place. In this program new employees are being introduced with other employees. They are introduced with their new jobs responsibility, Rotation, Satisfaction. So orientation program is very much important for new employee.
- Job specific training: Job specific training is also important for employee. It specifies all training including job responsibilities of candidates. So training is must for candidates.
- Need based local/foreign training: If it is required to get foreign training, foreigners are hired to train the fresher, otherwise they are sent to abroad for higher degree.
- Supervisor's coaching: Coaching program should be launched for new candidates. If possible new candidates' training should be continued by coaching method.
- E-learning: E-learning must be introduced for new trainee executives for their best training solution. E-learning should be introduced for better training to new comers in company.

### **On the Job Training:**

The most widely used methods of training take place on the job. This can be attributed to the simplicity of such methods and the impressions that they are less costly to operate. On-the-job training places the employees in an actual work situation and makes them appear to be immediately productive. It is learning by doing. One of the drawbacks to on the job training can be low productivity while the employees develop their skills.

### **Off the Job Training:**

Off-the-job training covers a number of techniques: classroom lectures, films, demonstrations, case studies and other simulation exercises, and programmed instruction. The facilities needed for each of these techniques vary from a small makeshift classroom to an elaborate development center with large lecture halls, supplemented by small conference rooms with sophisticated audiovisual equipment, too many mirrors, and all the frills.

### **Development process of The City Bank Ltd**

In some organizations, there is a separate executive development team, in other organizations executive development is handled as one of many activities by the larger corporate training group, and yet other scenarios there are no executive development activities to speak of.

In contrast to other corporate training and development activities, which have as their core principle to build strategic skills for employees, executive development plays a special role for the organization. Indeed some executive development is conducted for building strategic skills, yet executive development is also used to evaluate future potential, future executives as well as a mechanism for the CEO and the executive team to cascade their strategies, goals, and even elements of the culture to the rest of the management team and eventually the organization. In the best of cases, executive development not only helps an organization execute its key strategies, it can also help endow with input to the strategy creation process.

## **Purpose of development**

Management development attempts to improve managerial performance by imparting below points:

- Knowledge
- Changing attitudes
- Increasing skills

The major objective of development is managerial effectiveness through a planned and a deliberate process of learning. This provides for planned growth of managers to meet the future organizational needs.

## **Development Process of City Bank Limited:**

CBL uses different development methods to improve the performance of the employees. Such as:

- Job rotation: Every three years an employee is shifted to a different branch and generally it is also tried every three months to assign an employee to a different department until a promotion is achieved. In this way, the employees develop the skill to combat different challenges.
- Monitoring: A senior and experienced employee of the organization guides and ensures proper execution of the jobs assigned to less experienced employees.
- Performance appraisals: City Bank believes the acknowledgement of a job well done encourages employees to sustain good performance. For example, at the end of training sessions, employees with a good performance are appreciated with gifts. Furthermore, a rating of the employees of different branches is made based on which the promotion of employees is accelerated.



## **Chapter 5**

### **Findings & Recommendation**

## Findings:

During my internship I have found many feedback & comments regarding recruitment, training & development. Those are given below:

1. Total recruitment for blow post are done at City Bank Ltd
  - MTO(Management trainee officer)
  - CSO(Customer service officer)
  - CSO Card division(American Express)
  - Assistant Trainee Officer.
2. Training center outsourcing 60% & in housetraining 20%,under Bangladesh Bank 20%.
3. Training must be more effective towards employee.
4. Development of employee must be verified by taking different kinds of exams, questioners etc.

**Recommendation:**

1. They should establish self-training center & hire more professional well educated persons to provide training.
2. Remove target from employee to have more sound on work place.
3. City Bank Should provide the all types training that required for handle the new customers as well as the newly invented technologies.

## **Conclusion:**

City Bank Limited is a growing bank of the Bangladesh Banking Industry that has achieved trends and has earned good earnings in a short span of time. The City Bank has maintained its good will in the corporate industry. It is only possible for human resources that the employees working in the companies. Employees provide their best efforts than any company can grow rapidly. Despite some problems in the Recruitment training and development sector, the CBL is fast growing with improved training and development facilities and productivity will also increase. With the help of proper training and development, each employee skill of PUBLIC Bank Limited and CBL income can be improved accurately, but it will definitely increase a large amount.

## References:

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