



Daffodil
International
University

Internship Report

On

An Analysis of Training and Development

Practices of NRB Commercial Bank

Limited

Date of Submission: 26th January 2019



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International
University

Internship Report
On
An Analysis of Training and Development Practices of NRB
Commercial Bank Limited

Submitted to:

Mr. Sheikh Abdur Rahim

Associate Professor

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

Submitted by:

Shahanaz Akter

Id: 112-11-2095

BBA Program

Major: HRM

Daffodil International University

Submission Date: 26th January 2019

Letter of Transmittal

Date: 26th January, 2019

To,

Mr. Sheikh Abdur Rahim

Associate Professor

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

Subject: Submission of Internship Report.

Dear Sir,

I have got an opportunity to practical working in NRB Commercial Bank Ltd and prepare an Internship report. I am very much pleased to submit the report on “An Analysis of Training and Development Practices of NRB Commercial Bank Limited”; which is ruling prerequisite for the fulfillment of BBA program. This report is a result of the program that I have conducted during specified time. All the works presented here is done with utmost sincerely and honesty.

In completing the report, I have tried my best in giving every available details of the Bank avoiding unnecessary exhibition of the report. I hope that this report will meet the standards of your judgments.

With best regards

Sincerely yours,

.....

Shahanaz Akter

Id: 112-11-2095

Batch-29

Major in HRM

Department of Business Administration

Daffodil International University

Declaration

I, Shahanaz Akter, declare that I have completed my internship program under the supervision of Mr. Sheikh Abdur Rahim, Associate Professor, Department of Business Administration, Faculty of Business & Entrepreneurship. Daffodil International University. I have presented internship report title “An Analysis of Training and Development Practices of NRB Commercial Bank Limited” Is uniquely prepared by me after the completion of three months, work at NRBC Bank Ltd.

I also confirm that, the report is only prepared for my academic requirement not for any other purpose. It might not be used with the interest of opposite party of the corporation.

Shahanaz Akter

Id: 112-11-2095

Major: HRM

Department of Business Administration

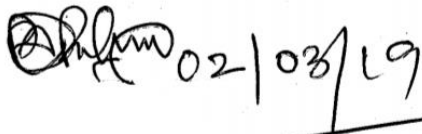
Faculty of Business and Entrepreneurship

Daffodil International University

Letter of Acceptance

I am pleased to certify that the internship report entitled “An Analysis of Training and Development Practices of NRB Commercial Bank Limited” submitted by Shahanaz Akter in fulfillment the requirements for the Bachelor degree of Business Administration, Daffodil International University. I believe that this internship report is an original one and it has not been submitted elsewhere for any degree or diploma.

I wish her every success in life.

Handwritten signature and date: 02/03/19

.....
(Mr. Sheikh Abdur Rahim)

Associate Professor

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

Acknowledgement

It makes me very glad in spite of many limitation I have completed this report successfully. In conducting this report. I have got cordial and sincere assistance from many corners.

First, I am very grateful to Daffodil International University, to arrange the internship program in NRB Commercial Bank Limited. For BBA student that helped us in many respects.

I am also very grateful to honorable supervisor Mr. Sheikh Abdur Rahim, Associate Professor, Daffodil International University of Bangladesh, who supervised me for the purpose of this report. This internship report is prepared under his proper guidance.

I am also very grateful to Kabir Hossain, Manager, NRBC Bank Ltd. And also, very thankful to all of staff of NRBC Bank Ltd. Who gave me long patient hearing and answering my numerous question and queries nicely?

They supplied me the most important information for which they deserved appreciation.

Executive Summary

I have prepared the report based on NRB Commercial Bank Limited about analysis of training and development program of NRBC Bank Ltd recently.

Having completely fresh to banking zone, this report has refined my philosophy and Human Resource Management. Notwithstanding, these all are important for my job. The corporate business world is very much rival and prosperity in the competitive atmosphere depends greatly on the execution of the staff connected to it.

Banking sector is such a corporate business. The banking sector is a service-oriented organization that provides different services to its clients in various ways using Human Resource. Therefore, a banking organization should be intense to identify the Human Resource as the asset of the company and should train them to shape up the banking operation smartly.

It is very important for a bank to run without a hitch. Training and Development always create a great impact for the economy of the country. Therefore, NRBC bank also should have some training and development facilities to enlarge the knowledge and skill of the staff. NRBC bank can be the best among the banking sector in Bangladesh with a proper Human Resource Department and proper training and development facilities.

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Chapter-1

Introduction

1.1 Introduction

The term “bank” relates with the economic organizations and it deals with currency negotiations in various paths. So we can call the bank a profit maker roots. Bank gathers money at the minimum feasible charge and gives credit and debts at maximum charge. The banking sector has been suffering quick and basic variations. The quick change has been preserved in spite of the worldwide economic disorder skilled throughout the last some years. Therefore, this is good acknowledgement that there has been a crucial desire for greater and competent administration with developed employee in the energetic worldwide economic field.

The control of this field creates the economic field defenseless and simultaneously it emphasizes the need of asset motorizations and financial improvement. The function of the banking field is quickening is accidental. In our country the field of banking has distressed with and excursion in which the field has a skilled several back and forth. Converts measurement has been initiated to develop over the several constrains of the field. Bank study is an adapted study and this field is going through a hardship although there is bright future in this sector. Bangladesh bank is known as a central bank and it rules, oversees and deals with the listed private commercial banks and nationalized commercial bank by combining before 1971. Post liberation the twelve commercial bank were nationalized by the government of Bangladesh.

In few years, the Bangladesh Bank is going through a competitive ways. People are very choosy for the banking sector. Thus competition makes a competitive and choosy environment in Bangladesh. Advanced technology makes this sector more easy and suitable. NRB Commercial Bank Limited (NRBC) has been one of the leading private bank in Bangladesh. This is one of the fast growing banks now. The continuous growth rate is going on.

1.2 Origin of the Study

This report has been ready as prerequisite of the Internship program of B.B.A students of Daffodil International University. The organization attachment started on 1st November and ended on 31st January. This three months' internship period has assisted me so much to my academic knowledge with practical understanding.

1.3 Objectives of the Study

The general objective of this study is to find out and analyze the training and development practices of NRB Commercial Bank Limited (NRBC). The specific objectives are given below-

1. To investigate the training and development practices of NRBC
2. To assess the training and development practices of NRBC
3. To explore the problems of training and development practices of NRBC
4. To provide some recommendations to overcome the problems of training and development practices of NRB Commercial Bank Limited

1.4 Methodology of the Study

To prepare this report there are mainly two types of sources are used. They are-

- Primary Data
- Secondary Data

The primary sources of data and information are-

- Face to face conversation.
- Informal conversation with colleagues.
- Important document provided by the officer of NRBC.

The secondary and indirect sources of Data are-

- Yearly report of NRBC.
- Annual report of NRBC.
- Web sited of NRBC.

1.5 Limitations of the Study:

There are some limitations which are faced when preparing this report. They are given below-

- Time constraint was the major problem.
- Unavailable of data.
- Inaccuracy of data.
- Web site and home are restricted by password.

Chapter-2

Organizational Overview

2.1 History of the Organization:

NRBC was established in 2nd April, 2013 with the authorized capital of Tk. 1000 Crore. It was the long & cherished desire of Bangladeshi expatriates in different countries of the world to establish a new bank for economic development of the motherland through their hard earned foreign currency.

Demand for new Bank by the NRBs anticipating more flow of inward foreign remittance and scope of investment by other investors of different countries is an acceptable ground for consideration.

Many NRBs of developed countries have well education and professional expertise in different fields who are potential resources for our country. NRB sponsors shall not only bring huge investable fund but also “state of the art technology” for building up a world standard Bank tailored towards meeting local developmental needs of the country.

Flow of inward foreign remittance shall not be increased only by pushing our manpower outside the country unless they are made fit & skilled to compete their peer group of other countries, a bank alike NRB may play a vital role in achieving the desired goal. Besides, in the prevailing situation of banking operation in Bangladesh it is highly expected that the new bank shall be able to compete the other banks adopting new concepts of Risk Management and building up good Assets and Health of the organization. We believe in consideration of the above issues application for the desired bank was invited by Bangladesh Bank and LOI was issued in favor of eligible entrepreneurs.

2.2 Vision of NRBC:

To become a peerless bank in terms of providing efficient & innovative banking services, safeguarding depositor’s interest, fulfilling shareholders desire, supporting economic growth of the country with particular attention to channelize regular inflow of foreign remittance of Bangladeshi expatriates working abroad and also the inflow of idle and less remunerative fund held with wealthy NRBs.

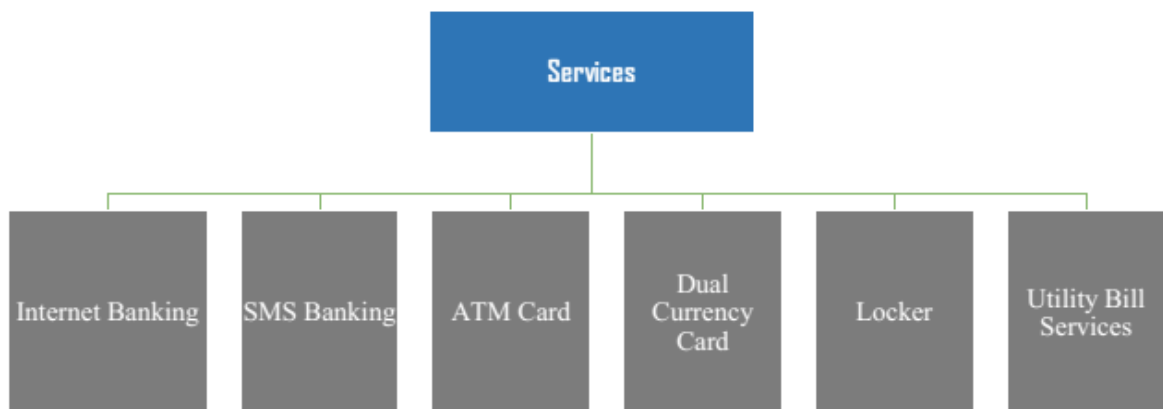
2.3 Mission of NRBC:

- The bank shall devote in creating confidence for investment among the Bangladeshi expatriates offering them desired services, attractive profitability and secured investment through our various financial products.
- The bank shall create extra-ordinary opportunities to the intending wage earners in getting jobs abroad through our dependable and reliable intermediary services.
- The bank shall arrange need based effective training and education programme for the intending FC wage earners of Bangladesh to survive against competitors of other countries.
- The bank shall deliver service excellence through providing existing & innovative products in cost & time efficient manner, to its all retail & corporate customers.
- The bank shall constantly focus and monitor the changing needs and aspirations of its customers, to develop new and reengineer the process of service delivery.
- The bank shall always be vigilant to maintain banking business risks within its tolerable limit in order to protect depositor's interest and ensure highest return to the shareholders.
- The bank shall be the forerunner in exploiting new sources of fund such as assets securitization, issuance of mutual fund etc., for addressing the needs of newly emerged financing areas such as SME financing, factoring, micro finance, IT based products, housing financing etc. with a view to furthering the economic growth of the country.
- The bank shall create an enabling environment, adopt and nurture carefully a team-based culture where people will be motivated to accept banking challenges and to face other competitors.

2.4 Organogram of NRBC:



2.5 Product and Services of NRBC:



Chapter-3

Analysis

3.1 Training Needs Analysis (TNA):

It is a methodical process of analyzing present capabilities of a staff and similarities the present skill and wanted skill of employees for the job. The importance of particular competencies goals and the % of the staff who desire training for achieving the capabilities are identified by the TNA. For conducting TNA, evolution, exam, viva and staff feedback, notice, statistics etc. are the ways of collecting information. To get complete feedback of the training for the job it is important to have more than one method.

3.2 Training:

Training is scheduled plan that helps staff to learn specific knowledge to do the work efficiently, accurately, expertly, proficiently. It is a scheduled way but have a periodic interval to keep employee skilled at a maximum level. Usually, the expert's professionals in the related field or job gives the training.

Types of Training-

Orientation training, smooth skill training, technical training, professional training, managerial training etc. are the types of training for a bank. But these training generally depends on the types of institution, the availability of resources for training and the importance of the training for the organization.

Methods of Training-

There are two types of methods for training to adapt the employees to new job. They are-

- On the Job Training
- Off the Job Training

3.2.1 On the Job Training:

- Job Rotation
- Coaching
- Action learning

3.2.2 Off the Job Training:

- The case study method
- Management games
- Outside seminars
- University- related programs
- Role playing

3.2.3 Behavioral Methods:

These methods are more of giving practical training to the trainees. The various methods under behavioral approach allow the trainee to behavior in a real fashion. These methods are best used for skill development. There are various types of behavioral methods they are given below-

- Games & simulations
- Behavior-modeling
- Business games
- Case studies

3.3 Development:

Development is a structure that is more valuable and concentrates on employees' individual prosperity and bright future by organizational experience, knowledge, and capabilities rather than an immediate work role. Typically, development means the learning probabilities planned to help staff grow knowledge. It is not an initial oriented but it gives general knowledge and attitude that help the staff of top positions. Personal drive and ambition are very important towards development. Development activities are generally voluntary.

3.4 Objective of Training and Development:

Needs result in training and development objective, which should state the desired behavior and the condition under which it is to occur. These stated objectives then become standards against which individual performance and the program can measured. Specific, measurable, time –targeted objectives like those listed above for a preservationist give the trainer and the

trainee specific goals that can be used to evaluate their success. If the objective are not met, failure gives the HR department feedback on the program and the participants.

3.5 Importance of Training and Development:

Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals. Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of Human intellect and an overall personality of the employees.

The Five Step of Training and Development-

1. Needs analysis step, identifies the specific job performance skills needed, assesses the prospective trainees skills, and develops specific, measurable knowledge and performance objectives based on any deficiencies.
2. Instructional design ,you decide on ,compile, and produce the training program content ,including workbooks, exercise ,and activities ,here you'll probably use technique like those discussed in this chapter ,such as on the job training and computer assisted learning.
3. Validation step, in which the bugs are worked out of the training program by presenting it to a small reprehensive audience.
4. Is to the implement the program, by actually training the targeted employee Group.
5. Is an evaluation step, in which management assesses the program's success or failures.

3.6 Training and Motivation:

Training and Motivation are utmost important to bring about positive change in the outlook of the manpower and to increase efficiency. Sets of trained and efficient workforce are indispensable for any commercial bank and they are the fundamental strength of the bank. Well trained and highly motivated personnel are a prerequisite for running a bank. Training is one of the most effective and well recognized weapons in developing human resources. Training programs are being carried out for the Probationary Officers. Assistant Officers, Junior Officers, Branch Managers and Officers of different grades and Executives.

3.7 Difference between Training and Development:

Training is a temporary process that is concerned with guidance in mechanical and technical problems. It has specific job related purpose.

Development is a long term and persistent process that refers to reflective and hypothetical educational issue and it has a general knowledge perspective. An employee can be developed by personally or professionally by personally with the continuous training. Time, effort and money are related to training and development both by an organization. So any organization should be prudent at the time of designing the training and development program. The goals and need for training and development should be carefully recognized and the method or type of training should be carefully selected. An organization should be taken result on the training and development programs from the trainees in the forms of questionnaires.

3.8 Training and Development Practices of NRBC:

Methods are the ways through which employees are trained. NRBC uses several methods of training depending on the situation and training objectives. However, the methods of training can primarily classify into two types. On-the-job Training (OJT) means having a person learn a job by actually doing it. Every employee, from mailroom clerk to company president, gets on the job training when he or she joins a firm. In many firms, OJT is the only training available.

The most familiar type of on the job training is the coaching or understudy method. Here, an experienced worker or the trainee's supervisor trains the employee. At lower levels, trainees may acquire skills by observing the supervisor. But this technique is widely used at top-management level too. A potential future CEO might spend a year as assistant to the current CEO, for instance. Job rotation, in which an employee (usually a management trainee) moves from job to job at planned intervals, is another OJT technique. There are some steps to help insure OJT Success.

Step: 1. Prepare the Learner:

1. Put the learner at ease- relieve the tension.
2. Explain why he or she is being taught,
3. Create interest, encourage – encourage find out what the learner already knows about this or other jobs.
4. Explain the whole job and relate it to some job the worker already knows.

5. Place the learner in the normal working position as possible.
6. Familiarize the worker with equipment, materials, tools, and trade.

Step: 2. Present the Operation:

1. Explain quantity and quality requirements?
2. Go through the job at the normal work pace.
3. Again go through the job at a slow pace several times; explain the key points.
4. Have the learner explain the steps as you go through the job at a slow pace,

Step: 3. Do a Tryout:

1. Have the learner go through the job several times explaining: slowly, explaining each step to you. Correct mistakes and, if necessary, do some of the complicated steps the first few times.
2. Run the job at the normal pace.
3. Have the learner do the job, gradually building up skill and speed.
4. As soon as the learner demonstrates ability to do the job, let the work begin, but don't abandon him or her.

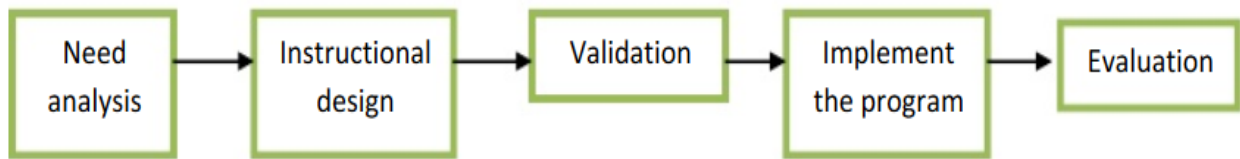
Step: 4. Follow Up:

1. Designate to whom the learner should go for help
2. Gradually decrease supervision, checking work from time to time against quality and quantity standards.
3. Correct faulty work patterns before they become a habit. Show why the learned method is superior.
4. Compliment good work; encourage the worker until he or she is able to meet the quality and quantity standards.

Benefits for employees:

- The opportunity for promotion and self-improvement;
- Improved job satisfaction through better job performance
- A challenge: the chance to learn new things;
- Adaptability: greater ability to adapt to and cope with changes
- Increase job scope and allow for job rotation

3.9 Training and Development Process of NRBC:



Needs Analysis-

Needs analysis is the first step of the training process of NRBC. It identifies the specific job performance skills needed, assesses the prospective trainee's skills and develops specific measurable knowledge and performance objectives based on any deficiencies.

Instructional Design—

In the second step instruction design individuals decide on compile and produce the training program content including work books exercises.

Validation—

Validation is the third step in which the bugs are socked out of the training program by presentation it to a small representative audience.

Implement the program—

The Fourth step's to implement the program by actually training the targeted employee group.

Evaluation—

Fifth is an evaluation step in which management assesses the programs successes or failures.

3.10 Analysis of Training and Development of NRBC:

Having the part of NRBC bank and a student of Human Resource Management of Daffodil International University my analysis of training and development should go under the training and development process for individual and academic. As NRBC believe to accomplish prominent work execution, expansion and procedure perfection of maximum size of moral standers and expertise. Every staff should be developed by NRBC in order that they can be the elite organization. Therefore, relevant training and development opportunities can increase abilities of NRBC.

Chapter-4

Findings, Recommendations and Conclusions

4.1 Findings of the Study:

1. There is lack of facilities in training and development of NRBC.
2. The methodology of the training and development practices is not up to date.
3. Human Resource Department is not well trained for back dated training and development system.
4. NRBC does not follow the proper time in training and development practices.
5. There is lack of entertainment in facilities of training and development practices of NRBC.
6. The training objectives are not fully clear to employees and as a result employee don't know why they are having trainings and how it will help them.
7. On the outside bank tries to show professional image but on the inside employees especially human resource managers lack professionalism.

4.2 Recommendations of the Study:

1. Development facilities should be available at the local branches also.
2. NRBC should use up to date devices of training and development.
3. NRBC should develop its Human Resource Department by the well training system.
4. NRBC should follow proper time maintenance in training and development practices.
5. NRBC should have more entertainment facilities in the training and development practices.
6. Training objectives should be clear to employees and should be given department wise so that they could know why they are having trainings.
7. HR managers should be trained as they are the standards that will keep other employees well trained and help the bank improve.

4.3 Conclusions:

The development of a private commercial bank depends largely in the quality of service provided to their customers. Quality of service depends on the proficiency and the quality of the employees of the bank administration. Therefore, the authority of NRBC has to be alert in training and development practices of employees. It has been seen, the training and development practices of NRBC has accommodation for further improvement. The methods and process should be rearranged. Although both the training and development have been adopting so far effective, the process should be revised and streamlined.

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