

Project Report
On
“Human Resource Management Practices of Commercial Banking”

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Date of Submission: August 30, 2020

Letter of Transmittal

August 30, 2020

Amitava Bose Bapi

Associate Professor

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Uttara University

Subject: Submission of Project on “**Human Resource Management Practices of Commercial Banking**”

Dear Sir,

With due respect, I would like to inform you that I have prepared my Project on “Human Resource Management Practices of Commercial Banking” under your kind supervision. In this project, I have tried to give my best effort in consistence with the optimal standard under your instruction. Thanks to you for the effort to ensure successful coordination of the project and the guidance you have provided.

I, sincerely, hope that you will find the project satisfactory and I will be most obliged to clarify and defend my project.

Thank you for your kind supervision.

Yours sincerely

Sadia Yasmin

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Disclaimer

I, am Sadia Yasmin, hereby declare that the presented project of Project entitled “Human Resource Management Practices of Commercial Banking” is uniquely prepared by me after completion of three months’ work in Mutual Trust Bank Limited.

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

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Letter of Acceptance

This is to certify that Sadia Yasmin bearing ID no. 2163011005 student of BBA Program, Uttara University, has completed the Project under my supervision. She has completed the project entitled “Human Resource Management Practices of Commercial Banking” as a partial requirement for obtaining BBA Degree. She has completed the project by herself. She has been permitted to submit the project.

Sadia Yasmin bears a strong moral character and a very pleasing responsibility. It has indeed been a great pleasure working with her. I wish her all success in life.

Amitava Bose Bapi
Associate Professor
Department of Business Administration
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Acknowledgement

Firstly, I would like to convey my gratefulness to almighty Allah for enabling me the strength and opportunity to complete the project within the schedule time successfully.

The Project research paper submitted here is performed as part of my Project program. Preparation of this project received assistance, guidance and took valuable time of my supervisor Amitava Bose Bapi, Associate Professor, Department of Business Administration, Uttara University.

However, I am immensely indebted to several people of Mutual Trust Bank Limited without whose support the project would have been really difficult to conduct. I would take this opportunity here to thank them for sharing their valuable time for long discussion and wise suggestion, thoughts during the Project program.

Finally, I would like to give thanks to my supervisor Amitava Bose Bapi for his continuous help, support, and advice and for the time he has spent for the refined my project. Without their continuous support, the project would have been a directionless writing.

Abstract

This project is about human resource management (HRM) in project-based organizations. Firms have over the last decades tended to rely increasingly on project-based structures. This process of projectification implies a changed work situation for individuals in modern organizations. Researchers from the project field of research as well as from the HRM field of research have pointed to possible implications that projectification might have for HRM. This thesis explores this area through a combination of multiple, comparative, and single case studies of project-based organizations. The studies aim at identifying and analyzing the changes and challenges for HRM in this particular context. The studies are presented in four separate papers. The findings suggest a number of important and empirically nested challenges related to Competence, Trust, Change, and Individuals. Moreover, the changing roles of HR departments and line managers in the overall HR organization are discussed and analyzed. The thesis proposes alternative roles for line managers, depending on the organizational context, and it also proposes two 'ideal types' of HR-departmental structures. Keywords: HRM, project-based organizations, projectification, HR department, line manager, competence, trust, change, individual.

List of Figures

Figure No.	Topic	Page No.
1	Remuneration system of Mutual Trust Bank Limited	22

List of Tables

Tables No.	Topic	Page No.
1	Nature of Employment	10
2	Issuance of Appointment Letter	10
3	Bonuses	25

Tables of Contents

SL No.	Topic	PAGE NO
	Letter of Transmittal	i
	Disclaimer	ii
	Letter of Acceptance	iii
	Acknowledgement	iv
	Abstract	v
	List of Figure	vi
	List of Tables	vii
	Section 1	
1.0	Justification of the Study	1
	Section 2	
2.0	Objectives of the Study	2
	Section 3	
3.0	Methodology of the Study	3
	Section 4	
4.0	Discussion	4
4.1	Human resource Management of Mutual Trust Bank Limited	4
4.2	Recruitment and Selection Process of Mutual Trust Bank Limited	4
4.3	Scope	5
4.4	Classification of Posts	5

4.5	General Recruitment Guidelines	5-6
4.6	Requisition for Personnel	6-8
4.7	Appointment of New Employee	9-12
4.8	Policy of Recruiting Management Trainee	12-14
4.9	Selection Process of Mutual Trust Bank Limited	15-18
4.10	Training & Development policy of Mutual Trust Bank Limited	18
4.11	Categories of Employee Development Training	18
	Section 5	
5.0	Future Forward	21
	References	22
	Appendix	23-28

Section 1

1.0 Justification of the Study:

Uttara University aims to build future magnate with the theoretical knowledge as well as practical knowledge about the banking field of our country. Project is a significant aspect in the direction of accomplishing the goal. Human resources of a company is said to be one of the most important capital that plays an important role in the operation of an organization. Companies are now trying to add value with their human resources and Human Resource Department has been set up in order to manage their human capital. The process of managing the human capital is called Human Resource Management (HRM). Managing human resources has become critical to the success at all companies, large and small, regardless of industry. Effective human resource management can be the main factor for the success of a firm. Today most of the companies believed that without efficient HRM program and activities companies would not achieved and sustained effectively. There are several basic principles that are accepted as HRM practices for any organization which include different activities of Human Resource Planning, Recruitment, Selection, Training & Development, Compensation & Benefits, and Performance Appraisal etc. It is expected that if any organization could adopt all those principles in their organization and practices these in their workplace then the employee's will perceive the work environment as an ideal one to produce the best outcome. Different studies have found that, having a HR Department or at least having some personnel working to conduct those HR practices, may lead to improvements in worker or organizational performance. . For this reason project is an indispensable part of BBA program. I try to prepare this project on the basis of practical knowledge, which I gather from this organization. . The prime objective of the project program is to work under organizational environment so that, we can turn up ourselves as professionals with practical experience and can get an opportunity to reconcile the theoretical knowledge with real life situation.

Section 2

2.0 Objectives of the Study:

1. To understand the recruitment procedure adopted by the Commercial Bank
2. To understand the HR Practices and policies adopted by Commercial Bank.
3. To identify the training and development program adopted by the Commercial Bank.

Section 3

3.0 Methodology of the Study:

As the paper is quantitative in nature so the survey as a research method is adopted. We collected the data from high technology firms operating in Bangladesh which have formally established Human resource management and have at least 100 employees in place. reasons to choose high technology firms as a target population is because our paper focuses on innovation and flexible Hrm so the companies from which survey collected should be innovation oriented and should have properly established Human resource department, Hr executives and Hr professionals in placed. Any particular industry was not preferred because fHrm, innovation and innovative work behaviors are not industry specific (Pukiene, 2016). research instrument was questionnaire designed on likert scale from 1-5 rating scale.1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree and 5=Strongly Agree. A cover letter was attached with the questionnaire to explain the survey and research aim and to guarantee the full confidentiality of information and responses (Jimenez & Velley, 2008).

Data was actually collected from 14 high technology companies operating in Lahore from different industries i.e. telecommunication, iT, textile, home appliances and services. Since, our unit of analysis is the firm level, so only top managers and middle managers had been chosen as the respondents. it was a paper based survey in which questionnaires were handed over equally among the selected companies (i.e.20 questionnaires/company). After 2 weeks we have given reminder to the firms who had not yet responded. So after 3 weeks a total of 153 usable questionnaires were returned to us from the companies with a response rate of 54.6%. FHRM: To measure fHrm, we used scale developed by Bhattacharya et al. (2005) having three sub-dimensions (employee skill flexibility, employee behavior flexibility and Hr practices flexibility) and have collectively 16 items. Firm Innovativeness: in order to measure firm innovativeness we adopted scale developed bymanu (1992). it includes three sub-dimensions (Product innovativeness, process innovation and administrative innovativeness) and has 9 items. Innovative work behavior: To measure innovative work behaviors, scale developed by Scott and Bruce (1994) has been used having 5 items.

Section 4

4.0 Discussion:

4.1 Human resource Management of Commercial Banking:

4.1.1 Human resource planning:

Commercial Banking has a personal and administrative Department. Commercial Banking is one of the biggest employers in Bangladesh. To motivate the employees, along with salary and benefits the company provides various facilities like free meals , free transportation , 24 hour medical center , on site sports . Production and accommodation facilities include full time supply of safe drinking water, adequate lighting and ventilation facilities from sheet.

4.1.2 HR Practices of Commercial Banking:

1. Recruitment
2. Training
3. Performance Management
4. Employee relation
5. Job analysis
6. Job design
7. Selection
8. Development
9. Incentives
10. Benefits

4.2 Recruitment and Selection Process of Commercial Banking:

4.2.1 Purpose:

To ensure right candidate at the right time to meet the human resources demand across the organization.

4.3 Scope:

Applies for recruitment of employee(s) of Commercial Banking at all levels.

4.4 Classification of Posts:

The employees of the Company shall be classified and designated as shown below:

A. Non-Management Cadre:

This will consist of the following posts:

1. All contractual employee (HR contract)
2. Office Attendants
3. Drivers

4.5 General Recruitment Guidelines:

The Company entertains a discrimination free hiring policy. All recruitment policies within the Company are in line with the statutory employment laws of Bangladesh and in accordance with approval of the Company's Board of Directors.

The following are some basic guidelines followed for recruitment:

a) For Non-Management:

- Be able to read and write comfortably. A literacy/numerate test will be taken by HR Division before sending the candidate for an interview with the hiring department.
- The candidate must be over 18 years of old in accordance with employment laws in Bangladesh.
- Preference is given to the individuals that match the job requirements, for example if the job requires stamina, and then outwardly physically fit candidates should be given preference.
- Specific tests might be taken based on the job requirements, such as Hand-Eye Coordination Test and/or Test for Reflexes for Drivers, Aptitude test for messengers, etc.

- Any other physical attributes that might be required for a specific job that would be considered while selecting an individual, for example good eyesight for Drivers.
- Checking fitness (i.e. take driving test, handwriting test, reading test etc.) to match the job requirement.
- Candidates with any record of convicted felony will not be considered for hire.
- The Company may engage personnel for security, cleaning and other required purpose from other service providing agency on Outsourcing Basis.

b) For Management Trainee:

- Education to match the specific job that a candidate is being hired for.
- Behavioral attributes required for execution of the job/tasks.
- Age limit to be followed in accordance with the employment law in Bangladesh.
- Experience and skills, if any, required for the specific job.
- Health and fitness to be considered based on the job requirements.
- Candidates with any record of convicted offense will not be considered for hire.

4.6 Requisition for Personnel:

The relevant Divisional Head completing a “HR Staff Requisition will submit to the HR Form” Division. HR will take the necessary approval from competent authority as specified in the form.

Form HR “Staff Requisition needed when the Divisions Form” requests for employee that is in addition to the currently approved strength shown in the approved Organogram. This Form is used for all additional manpower, even if the new position has received prior budgetary approval. This form needs to be approved by the Board for Assistant Vice President and above and by Managing Director for employees of other posts.

For additional manpower requisition, the Divisional head must provide a document containing:

- i. Job Description for the new post;
- ii. Justification to explain that the job/task for the newly requested post cannot be done by the existing manpower and, also are not listed as job responsibilities of any existing role, or overloads the person in the role for the existing position, etc.

4.6.1 Advertisement for Vacancies:

Upon receipt of an approved Requisition Form HR Division drafts an advertisement for the position in consultation with the Division Head who requested for the manpower, and places the advertisement in renowned daily national newspapers/ Job Websites. HR consultants can also be appointed to find out suitable candidate to fill up vacancies. This vacancy advertisement will be circulated after getting approval from MD/DMD of the company.

4.6.2 Application in Response to Advertisement:

a) For Executive and Above:

Applications from prospective candidates are received by HR Division. Candidates who appear to fulfil the job requirements based on the selection criteria are short-listed by HR Division in consultation with concerned recruitment Division Head to call them for selection test and/or interview.

b) For Others below Assistant Officer:

Applications from prospective candidates are received by Head of HR Division and short-listed based on the following screening process:

- Verifies and ensures that all relevant documents are submitted
- Takes the Literacy/Numerate test if applicable
- Conducts a visual fitness check if and as required

Upon completion of the above basic screening process, successful candidates are interviewed and finally selected by HR Division and sent for approval to concerned authority.

4.6.3 Interviews of Candidates:

a) For Executive to Assistant Manager:

For recruitment of Executive up to Assistant Manager the interview will be conducted by the HR Committee. HR Division is responsible for contacting the candidates, arranging for interviews and coordinating with the HR Committee. The presence of requisitioning Division Head in the interview Board is subject to requirement of HR Committee.

b) For the Position Assistant Manager and Above

The interview board will be consisted of the competent authority. For final selection a short list along with grading of the Interview Board will be sent to the Chairman of the Company.

4.6.4 Final Interview with MD:

After completing interviewing of the candidates, the members of the Interview Board will make a panel of selected candidate. Final interview will be conducted by MD from the post of Executive to Senior Executive.

4.6.5 Medical Check-up:

The person selected for appointment (Management Trainee) is required to go through a medical check-up immediately before issuance of Appointment Letter. Doctor(s) nominated by the management will do the check-up. If found suitable for employment, next step for employment will be followed by HR. Cost of Medical Check- up will be borne by the company.

In case of unfavorable medical project, HR Head intimates the result of medical projects to the candidate and takes decision to employ or otherwise based on Company Policy.

4.7 Appointment of New Employee:

This chapter clarify the procedures followed by the Company after the appointment of new employees and the mechanisms for introducing the employee in the Company upon completion of all official formalities.

4.7.1 Types of Employment:

4.7.1.1 Regular:

Regular employees have employment contracts that do not specify any time limit, and are recruited for the long-term requirements of the Company. Permanent employees are required to serve an initial period of probation as specified. Permanent employees, once the probationary period is over, are eligible for benefits as specified in the HR Policy based on the hiring grade level specified in the appointment letter.

4.7.1.2 Contractual:

Company's involvement in direct contractual emp implications of Bangladesh Labour Code, 2006. This type of employment is called HR Contractual employment (employees in HR pay roll). Other type of employment is commission based employment. This type of employment is Quality Executive (QE)/ Marketing Officer (MO). Such can be managed through 3rd party as outsourcing option.

4.7.2 Nature of Employment:

In general, employees are hired for particular functions in a specific department of the Company. But due to needs of the Company, all employees are expected to provide services anywhere in Bangladesh and/or abroad wherever the Company requires his/her services. In addition, employees may be deputed to work with other associated organizations in any of their offices, departments, work sites etc. anywhere in Bangladesh and/or abroad.

4.7.3 Approval for Appointments:

Final management approval for the appointment of candidates selected through the process detailed earlier is obtained as follows:

Appointment	Approval Authority
Management Trainee	MD but for DMD & above the Board of Directors
Non-Management Trainee	MD

Table 1: Nature of Employment

4.7.4 Issuance of Appointment Letter:

The candidate finally approved is then given an offer of employment according to the approved pay scales of the Company or on consolidated salary fixed by the Management.

Appointment Letters depending on different job grades are signed by the authorities as follows:

Appointment Letters of	Signed By
Managing Director	Chairman of Company or his designee
Executive to DMD	Managing Director or Executive authorized by the Board
Below Junior Officer	Head of HR Division

Table 2: Issuance of Appointment Letter

The original copy of the Appointment Letter is acceptance is taken on a copy which is preserved in his personal file.

4.7.5 Joining project:

New employees are required to submit their Joining Project to Head of HR Division on the first day of projecting to the job. At the time of joining all required Documents, Certificates and Release Letter must be collected.

4.7.6 Employee Orientation:

An employee's orientation to their p Division employees to or make a complete transition into the Company.

The Company should follow various integration methods and schedule based on the nature of the employment and Division's functions for this p with concerned Division will prepare an appropriate plan and execute the employee orientation program for new employees.

An integration session may be arranged by HR with the help of GIS to intimidate the Non-Management cadre employees.

4.7.6.1 New Employee Orientation Session:

An orientation session may be conducted as and when required, facilitated by personnel from HR Division. This session may cover the following:

- The Company's Philosophy / Overview of Business
- The Company's Vision
- Brief overview of the Departments under the Company, covering projects, systems, administration, etc.
- The Company's Policy
- Key notes from the HR Policy

4.7.7 Confirmation:

New employees may be confirmed in their employment after successful completion of the probationary period stipulated in the Appointment Letters. The normal length of the probationary period is six months for the employees below Assistant Manager.

4.7.7.1 Probationary Review and Issue of Confirmation Letter:

- Before the end of probationary period, HR Division for Probation Period” to the concerned employee’s Division.
- This Form is then completed and Division signed Head, by the and sent back to HR Division. Minimum Marks for confirmation recommendation is 60 out of 100.
- If recommended for confirmation, a written test will be taken for the position up to Principal Officer. Minimum required marks to qualify for interview is 50%.
- Next HR committee will take a confirmation interview session which will be arranged by HR Division.

Based on the recommendations from HR committee, HR Divisions takes any of the following actions:

- Confirms the employee in his job; Service Confirmation Letter to be issued
- Extends the probationary period; Probationary Extension Letter to be issued
- Terminates the services of the employee; Termination Letter to be issued

4.8 Policy of Recruiting Management Trainee:

4.8.1 Introduction:

The Management Trainee (MT) will be developed through a structured rotations and stretch assignments in various functions and projects of the organization: thereby developing a strong understanding of the business, markets, products, services and culture.

4.8.2 Requirement:

a) Education and Knowledge:

- MSC/MBA with from reputed public or private universities (local and foreign).

- Candidate should have at least 2 (two) First Division/ Class or CGPA at least 3.25 and no Third Division/ Class.
- BBA from IBA.

b) Skills and Competencies:

- Excellent skills in computer operation.
- Strategic planning, complex problem resolution skills and analytical ability.
- Outstanding communication and presentation skills.
- High level interpersonal skills and ability to work under pressure.

The candidate must be a citizen of Bangladesh by Birth. Management Trainees will pass through a traineeship period of 01 (one) year from the date of joining. After successful completion of Training period they will be absorbed in the regular pay roll. The Position will be determined by HR committee. However, those who will pass the written exam and fail to qualify for the post of Management Trainee (MT), can be recruited as “Officer” with a probation period of 06 (six) months.

4.8.3 Salary and Benefit for Management Trainee (MT):

A Management Trainee under traineeship period of 01 (one) year will receive a consolidated monthly salary as per company salary structure. After successful completion of traineeship period; they will be absorbed in the regular pay roll as determined by HR committee. If an MT is found incompetent at the time of assessment of traineeship period, the traineeship period may be extended for 06 (six) months.

If a candidate is appointed as “Officer” at the time of recruitment, he will be on probation for 06 (six) months with the regular pay roll.

4.8.4 Mode of Recruitment:

In the first step of recruitment; there will be an initial screening process. According to the required competencies, received CVs are to be short listed. After passing through the initial screening, the candidate will be elevated to written test level. Every candidate will appear for a written test. The subject matter of test should be General knowledge, Arithmetic, English knowledge, Analytical ability etc. For this written test purpose; LBFL may take the help of outside experts, consultancy firms for completing all processes of written test. The outsourced firm will provide the written test result to LBFL HR for next process.

In written test, a candidate must secure minimum 60% mark to be eligible for the next level of selection process (presentation, viva- voce). Percentage of pass marks may vary depending on number of positions, candidates obtained marks etc.

Selected candidates passing written test will have to face the interview board consisted by HR committee of LBFL, CEOs of other subsidiaries. The candidate has to present a given topic before the board and then appear for Viva- voce. The successful candidates then will be called for final interview after compilation of results from written, presentations and viva. Final interview will be conducted by MD, DMD and Manager, HR. The candidates, who have been selected in the final viva, can be selected for Medical and other administrative process. Appointment letter is to be given to those who are found fit in the medical test.

The appointment will be made according to requirement from the selected candidate pool to be prepared in order of merit by the Interview Committee and after approval of the competent authority. While interviewing the candidates for final selection, due weightage should be given on the educational back ground, professional excellence and technical skill in the appropriate field.

4.8.5 Disqualification for Recruitment:

Employees against whom there are pending charges or who are dismissed, discharged, terminated and/or forced retired. Employee, who once left LBFL, will not be allowed for appointment. Exemption is subject to Management's discretion.

4.9 Selection Process of Commercial Banking:

Screening and Short-listing Applications

The responses to the advertisements are sorted and screened. The CVs as well as the Covering letters are judged. In the covering letter, the style and language of writing, the emphasis put on the areas asked for in the advertisements and the quality of the letter (whether it is specifically tailored to the advertisement or just a standard response) are the aspects that are judged. Different weights are assigned to the selection criteria mentioned in the main specification depending on their relative importance. (For example, educational institutions like IBA, BUET give the highest weight among the local ones and the foreign universities of UK, Australia, etc. are put on par with the best in the country). Based on the presence of these factors to the desired extent (experience, educational degree, computer literacy, etc) the cumulative weights for all the applicants are counted and the short list of a sizable number of the topmost candidates is generated. However, the HR officials also study the CVs with the respective line manager to check whether any valuable deciding parameter is missing that are mentioned in the CVs. Then the candidates selected in the shortlist are called for the written test.

Written Test

The Written test is a regular part of the normal recruitment process . It is conducted for maximum positions. The top management of STL believes the written test before the interview process has proved to be effective and a useful tool to select the desirable candidates. The written test has conducted in terms of knowledge about required fields. The candidates are called for the preliminary (first) interview based on their performance in the written test.

Selection Interview:

The interview process is a three-tier one. A preliminary interview is conducted which follows the takes place with a very few number of candidates. Then the finally selected person is called for the final interview. The interview time is kept convenient for the candidate, especially if s/he was working elsewhere at the time of interview. The shortlisted candidates must fill up an employee information form before the interview.

Reference Check

Reference checks allow obtaining information and the work and suitability for the position. It is an opportunity to validate the information received from the candidate via their resume and the interview. They have worked with should also check internal candidates. The opinion of a referee who has worked can for an extended period is likely to be more accurate than the assessment from one to two hours of interviewing.

The candidate's immediate supervisors are needed contact the candidate's, especially if their referee current employer is contacted. It is not unusual for a candidate to be uncomfortable with the organize uncomfortable, an alternative person other than the current employer has to be chosen by the candidate

Unless the candidate is a graduate or school leaver with no prior work experience, only contact work related referees should be contacted. At least two reference checks should be done, however the more the better. There is a sample reference-checking guide that is more or less followed. It is important to prepare a reference check guide that asks the referee about the key skills, competencies and experience required for the position. Reference checks need to be done by the line manager or personnel of the HR department. During the interviews, the candidates would have given some examples of incidents, tasks or projects that can be asked about. The referee should be asked what the candidate did in those examples, which ascertain whether the information received from the candidate is consistent with that of the referee. Subjective questions may not always be a reliable guide; however, it can be useful to get such the as quality referee's and quantity of work, opinion strengths and on are weaknesses etc.

Employment Decision:

If the candidate has no problem with the stated terms and conditions of the job and the organization mentioned and discussed in the final interview, he/she is offered an application blank. The application blank is a standard format of employee-information that includes all the information the organization needs regarding the personnel. The candidate has to fill this blank and submit this to the company along with a CV.

Pre-employment Medical Check-up:

After submission of the application and the CV, the selected person has to go through full medical check-up that guarantees her/his physical fitness to perform the job successfully. A medical practitioner who uses a physical capability analysis that assesses the candidate against the physical capabilities documented for each role conducts the medical. A medical is also appropriate for internal candidates if they are applying for positions that require different physical capabilities.

Joining of the Candidate:

After completing all above process the selected candidate requested to bring all their academic & professional certificates along with their previous job separation confirmation application & other related documents and follow below criteria.

Offering the Role:

Once the health check-up is done, the candidate is given an offer letter specifying the salary package, job responsibilities, utilities that will be provided by the organization. Even at this stage, the selected candidate has the chance to withdraw her/himself from the job offer. He/she is always free to discuss whatever difficulty may arise regarding pay-structure/facilities, etc. the door of HR is kept open for any sort of relevant discussion.

Verbal offer:

The verbal offer of the role to the candidate is given once the medical and reference checks have been successfully completed. The discussion should cover the following:

- Tell the candidate that you would like to offer them in the role.
- Congratulate them.

- Tell them the remuneration package that is being offered, including superannuating.
- Ask them if they are happy with it.
- Ask them if they verbally accept the position.
- Tell them that we will be sending them a written letter of offer and introductory package.

Written letter of offer:

A written letter of offer must be forwarded to the candidate. Once the candidate has verbally accepted the position, the appropriate letter of offer is organized. This letter should be sent to the candidate within two days of making the verbal offer. An introductory package will be sent to the successful candidate, along with the letter of offer. At least one week before the person commencing in their new position, an appointment notice will be placed on notice boards and/or the internet.

4.10 Training & Development policy of Commercial Banking:

Commercial Banking has its own training institute (Commercial Banking Training Institute) to strengthen the capabilities of human resources. However, there is a lack of specific training for specific jobs. As a result, the employee has to learn things from the job by doing it practically.

4.11 Categories of Employee Development Training:

There are two categories Employee Development Training

1. Internal Training.
2. External Training.

4.11.1 Consumer training:

The Company believes that appropriate forms of training and enabling opportunities contribute to Human Resources Development (HRD) by way of upgrading the job skills, existing potentials. When the employees take consumer training than easier to Company works.

4.11.2 Overseas Training:

This will refer to those events and interventions that will enable further growth and development of employees and may require travel out of the country. This will be coordinated and arranged by Head of HR and its budget will be located in the HRD Budget and approved.

4.11.3 Training Evaluation:

The HR Division arrange test about the training for evaluating training. The test will be held after 7 days and 15 days and marking to the relevant position.

4.11.4 Training Project:

Upon completion of training an employee must submit a complete Training Project to the branch manager with a copy to HR. This includes participation in workshops, seminars, conferences, any overseas visit (training, workshop, seminar, country program visits etc).The content of this project will include only the main points of the training.. Any senior employee who participates in meeting, workshops, and discussion session will share with all other employees on return to their office. All employees should submit their project in English. All Offices/Units/ Departments will provide data of their employee who have completed training on a yearly basis to HR to update the Human Resources information in the employee's personal file.

4.11.5 Training Analysis:

Company believes that appropriate forms of training and enabling opportunities contribute to Human Resources Development (HRD) by way of upgrading the job skills, existing potentials and growth which benefit employee and the organization. For this purposes, the Company helps employees to develop their skill and knowledge therefore improving their contribution to the Company. It is recommended that each employee should have opportunity to upgrade their knowledge and skill through HRD interventions which could include training, workshops, exposures, exchange visits and any other form of development opportunity provided by the Company.

The sponsors of training senior managers. The clients of training and development are business planners. Line managers are responsible for coaching, resources, and performance. The participants are those who actually undergo the processes. The facilitators are Human Resource Management staff. And the providers are specialists in the field. Each of these groups has its own agenda and motivations, which sometimes conflict with the agendas and motivations of the others. The conflicts are the best part of career consequences are those that take place between employees and their bosses. The number one reason people leave their jobs is conflict with their bosses. Research has shown specific benefits that an organization receives from training and developing its workers, including.

- ❖ Increased productivity
- ❖ Reduced employee turnover
- ❖ Increased efficiency resulting in financial gains.

4.11.6 Importance of Training and Development:

- ✓ Commercial Banking should use all the process of training.
- ✓ Training materials should be modified with the various changes.
- ✓ To reduce the cost of the organization can follow some other training method.
- ✓ To achieve the training objectives organization must have to follow the procedure.
- ✓ To motivate the trainees provide them the various opportunities.
- ✓ Increase the technological structure and facilities.
- ✓ Maintaining a good relation between upper level to lower level position and trainers and trainees.
- ✓ Finally, must maintain the monitoring and evaluating the whole performance.

5.0 Future Forward:

The success of banks largely depends on the intellectual development of the employees. Along with intellectual development of the knowledge worker, technical infrastructures of the bank must be ensured to enhance the effectiveness of the employee and the bank. Generally, the banking profession in Bangladesh is recognized with standardized salary scale, higher social status and dignity. As can be found from the study, human resources in banks were enjoying comparatively better facilities under the rules of banking industry. Employees of the bank getting good number of bonus and compensation, including salary grade, leave facilities, housing facilities, gratuities, provident funds, and losses of accident or death of employees etc. The employees in private bank are more satisfied with salary scale, job position, promotion scheme, working environment but very worried about working hours and work pressure. Most of the employees are less satisfied with HRM policies and practice, job analysis, IT facilities, job evaluation and performance measurement technique. Human resources have been centrally managed by all surveyed bank. Bank should decentralize their HR activities in all branches and develop strong HR policies. Authority and responsibility should be properly distributed to all HR managers. Bank should give some significant power and role to HR director in order to empower the HR departments. HR department in banking sector of Bangladesh is comparatively ineffective than India, Bangladesh and Bangladesh because of their lack of empowerment facilities. The proper empowerment of HR department means their participation in preparing management policies, plan and program, forecasting demand and supply of human resources and in policy formulation and implementation. This will help to recruit and maintain skilled, knowledgeable and well performed workforce to meet current and future organizational as well as individual needs.

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Appendix I

Introducing Consulted Articles

SL. No.	Article Title	Author	Journal Name	Volume & Issue	Year	Publisher
1	Desegregating Hrm: A review and synthesis of micro and macro human resource management research	Wright, P. m., & Boswell, W. r.	Journal of Management, 28, 247-276.			
2	Fostering innovative behavior: the importance of employee commitment and organizational citizenship behavior	Xerri, m. J., & Brunetto, Y. (2013)	The International Journal of Human Resource Management, 24(16)			
3	The impact of Comprehensive Hr System Perceptions and the role of Work–Life Conflict	Abstein, A., Heidenreich, S., & Spieth,			2004	
4	The Effects of flexibility in Employee Skills, Employee Behaviors, and Human resource Practices on firm Performance	Bhattacharya, m., Gibson, D. E., & Doty, D. H	Journal of Management, 31(4), 622-640		2005	
	Functional flexibility in Human resource management Systems: Conceptualization and measurement	De La Lastra, S. f. P., martin-Alcazar, f., & Sanchez-Gardey, G.	International Journal of Business Administration, 5(1), 1-14.		2014	

Appendix II

Complication of Objectives/ Purposes/ Questions/Hypotheses Addressed by the Articles

Articles	Objectives/ Purposes/ Questions/Hypotheses
1	To explore the Human Resource Management of Commercial Banking. To identify Recruitment and Selection of Commercial Banking.
2	To evaluate Training and Development Methods of Commercial Banking.
3	Organization's HR executives are fully aware of the business needs and strategies?
4	Efforts are taken to generate awareness amongst the employees about the organization's financial position, customers' needs, quality of product/service, cost etc?
5	The organization's human resource requirements are systematically ascertained and an appropriate plan is formulated for satisfying the requirements?
6	Organization has a wide network of computerized human resource information system with the latest software?
7	Please assign importance to the following criteria used in your organization for evaluation of training Please assign importance to the following criteria used in your organization for evaluation of training
8	Hypothesis scale: In order to analysis the data a 5 point Likert scale has been used. 1 stands for strongly agreed employee, 2 stands for only agreed employee, 3 stands for the neural employee, 4 stands for disagreed employee, and 5stands for strongly disagreed employee
9	Hypothesis Development: 1. HO: Performance appraisal does not influence individual performance positively. HA: Performance appraisal influences individual performance positively.

	2. HO: Performance appraisal process is not encourages co-operation & team spirit of the employees. HA: Performance appraisal process encourages co-operation & team spirit of the employees. 3. HO: Performance appraisal process doesn't help manager/supervisor to manage people to perform better. HA: Performance appraisal process helps manager/supervisor to manage employees to perform better. 4. HO: Existing Performance Appraisal System of Commercial Banking is not neutral and biased free.
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Appendix III

Complication of Methods

Articles	Methods
1	The study was fully descriptive in nature. The study was conducted using the participatory method. To know the in-depth information, the topic was discussed with the expert professionals related to company for several times and review of record of MTBL and other related secondary information. The purpose was to get an idea about the whole activities I did my practical orientation. Statistical data and other relevant information were gathered from secondary sources including several journals and booklets.
2	1) Primary sources: • Practical desk work • Face to face conversation with the officer • Directs observations
3	2) Secondary Sources: • Files & Folders • Website of the Commercial Banking

4	1. Primary Data: • Direct observation. • Daily note taken during the period. • Communication with the Head of HR of the company and HR officers.
5	2. Secondary Data • Various books related with the subject. • Annual reports of Commercial Banking. • From different articles.
6	I have collected primary data by interviewing clients of the Commercial Banking, . I have also included valuable insights of the employees. These data help me to determine the business development trend of the branch. For primary data, I have conducted a survey of few respondents to collect the observations and analyze the data for evaluating the business development trend of the branch.
7	I have used different types of secondary data in completion of my project. Here important to mention that no questionnaires are used for collecting the data.
8	When an investigator uses data, which have already been collected by others for another purpose, such data is called secondary data. This type of data is primary data for the agency that collected them for the first time and become secondary data for someone else who uses these data for his own purpose. The major data have been used in this study are basically secondary data. Secondary data for this study was collected from Human Resource Management related books and several project.
9	Methodology is the procedure that is aimed to guide the conducted research work in order to reach its ultimate destination. While conducting the study, sources were explored for primary information and data. But hardly any updated could be

	found.
10	Data Analysis: For analysis of data Microsoft Word, Microsoft Excel, different tables and graphs were used to make the data meaningful. Hypotheses were testing to derive a meaningful conclusion from the observed data. In addition, basic statistical techniques of different measures of central tendency have been used for analyzing the data

Appendix IV

Complication of Conclusions

Articles	Conclusions
1	In conclusion, due many challenges that are facing human resource departments, there is need for organizations to adopt correct and workable policies that will not only ensure they alleviate these challenges, but also develop mechanisms of dealing with such challenges in case they occur in the future.
2	Human Resource Department is the most confidential department for any organization as well as Human Resources Division in Commercial Banking.
3	Human Resource management ensure recruitment and selection of right employees and satisfaction. The main target of these policies is to achieve a minimum benefit through selection and maintain employees to fulfill the goals or objectives of the company.
4	Human Resource policies ensure recruitment and selection of right employees and satisfaction. The main target of these policies is to achieve a minimum benefit through selection and maintain employees to fulfill the goals or objectives of the company.
5	The accomplishment of overhaul brilliance and efficiency principles is guaranteed by incorporated and widespread human resource management performances together with effectual conscription procedures, training and development practices, evaluations, encouragement and incentive schemes, job magnification and multi skill systems.
6	Recruitment and selection are the most important issues for any organization. It allows an organization to select the right person who will lead the organization in future. SBL is giving emphasize on selecting a right person, the person who can carry forward the organization in terms of development, values and ethics. SBL should maintain this in future because efficient workers are the main resource of an organization.

7	It was an honor for me that I have worked as an intern in a reputed organization like Commercial Banking. The Commercial Banking is a bank that confirms the best service to the customers as well as to the employees by Human Resource Division.
8	The main objective of this report is to fulfill the academic requirements of all courses and gather some practical knowledge. So I have entailed of the report “Human Resource Management Practices in Commercial Banking”
9	To conclude “ it would be inaccurate to suggest that one approach has taken over from the other, just as it would be wrong to suggest that one is modern, and the other old fashioned, and that one is right and the other wrong.” (Torrington, D. and Hall, L., 1995, p12). The prescription for managing people may take various formulations such as the flexible organization, the empowered organization, the learning organization, the open company as well as human resources management, but most of the key features are commonly aimed at the development of a highly committed and adaptable work force. Organizations should aim to build the ‘HRM organization’ by harnessing the co-operation and commitment of others through flexibility of function, time, task and reward. However the HRM paradigm has to be treated with utmost caution.
10	The execution of HRM is a planned process, which tends to evolve over a period of time can be analyzed through various aspects like personnel management, recruitment and selection process, reward system, employees motivation and employment termination and cessation. HRM ensures that an organization employs a proactive approach at work further resulting into an improved workforce planning and utilization along with an enhanced opportunities of growth for the employees.