

Thesis Report
on
**Training and Development Process of Banking Sector in
Bangladesh: A Case Study on Sonali
Bank Limited**

Submitted by:

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Program: EMBA

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Letter of Transmittal

Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University (SU)

Subject: Submission of thesis report.

Dear Sir,

With humble honor and respect, I am submitting my thesis report on “Training and Development Process of Banking Sector in Bangladesh: A Case Study on Sonali Bank Limited.” As per partial accomplishment of the requirements for the EMBA degree, I have completed thesis from “Sonali Bank Limited” [As per partial accomplishment of the requirements for the EMBA degree, this thesis has been carried out] under the supervision of you.

This report is an integral part of our academic courses in completion of the EMBA program which has given me the opportunity to have an insight into the Training and development process. I hope this report reflects on the contemporary issues on the HRM that are being practiced by organizations in our country.

In completing the report I tried my best to blend all my knowledge and imparted every available detail and also attempted to avoid unnecessary amplification of the report.

I humbly request you to accept this report for your kind evaluation.

Sincerely,

Sk Shamim Ahmed
ID: EMBA 2002020010
Master of Business Administration
Sonargaon University (SU)

Certificate of Supervisor

This is to certify that the thesis paper “Training and Development Process of Banking Sector in Bangladesh: A Case Study on Sonali Bank Limited.” has been prepared as a part of completion of the EMBA program from Department of Business Administration, Sonargaon University (SU), carried out by Sk Shamim Ahmed, bearing ID: EMBA2002020010 under my supervision. The report or the information will not be used for any other purposes.

.....

Md. Rasel Hawlader
Lecturer
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Student Declaration

I am Sk Shamim Ahmed, a student of Master of Business Administration, ID: EMBA12002020010 from Sonargaon University would like to solemnly declare here that this report on “Training and Development Process of Banking Sector in Bangladesh: A Case Study on Sonali Bank Limited.” has been authentically prepared by me. While preparing this report, I didn’t breach any copyright act internationally. I am further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate.

Sincerely Yours

Sk Shamim Ahmed
ID: EMBA 2002020010
Program: EMBA
Major: HRM
Semester: Spring-2021

Letter of Authorization

Certified that this project report titled “Training and Development Process of Banking Sector in Bangladesh: A Case Study on Sonali Bank Limited.” is the bonafide work of Sk Shamim Ahmed, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

.....
Md Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University (SU)

Abstract

As a part of academic requirement and completion of EMBA program, I have been assigned to complete thesis report on **“Training and Development Process of Banking Sector in Bangladesh: A Case Study on Sonali Bank Limited”** under my supervisor **Md. Rasel Hawlader**.

As usual, primary data and secondary data were used to prepare this report. Primary data came from my day to day observation and interviewing employees. Secondary data were collected by Organizational employees, hand book, website, and relevant books. I tried to minimize bias and produce an unbiased report.

“The Training and Development Process” is a slice of human resource process, As such I have selected this topic to make it clear. I have divided this report in some sub segments.

As a young thesis in a reputed organization “Sonali Bank Limited”. I have tried to go through their thesis and Development process to employee within little tenure of 03 months.

The report start with a general introduction “Sonali Bank Limited” and then comes the introduction of “Sonali Bank Limited” as well as Origin of the report, Statement of the research problem, Objective of the report. The Mission and Vision of Sonali Bank Limited are also discussed. Then this report proceeds onto the preliminary discussion about the products of Sonali Bank Limited.

After that I tried to shed a light on the HR structure of MEB Sonali Bank Limited. All the function of HR department are briefly described here. After that I continue on the main focus of the report “The Training and Development Process in Sonali Bank Limited.” describing the different steps of these. Starting from indentifying the need for new recruitment to final offer,all the steps are well described with an example.

After completion of this report it can easily be said that efficient, competent and active part in The Training and Development Process take a company to the peak of the success.

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Chapter: 1 Introduction

1.1 Introduction

This report is based on evaluating the training and development of the employees of Sonali Bank Limited. It is widely accepted that the trained employees are able to enhance the productivity and growth of the organizational activities and performance. Training provides huge knowledge and experience including skills, efficiency, and other technical know-how to the employees to foster more work efficiency and effectiveness. Training is essentially needed for the employees to perform better work performance which is required for organizational development. In banking sector training is badly needed to impart proper knowledge for the employees beforehand they start to work so that they perform banking activities effectively and efficiently. If the employees are given modern and updated technological and manual training, then the organization is expected to have better output and profitability.

1.2 Objectives of the Study:

The main objective of this report is to find the training and development procedures of Sonali Bank Ltd. To find the main objective other supportive objectives are as follows:

Broad Objective:

- To present the procedures of training and development system of Sonali Bank Ltd.

Specific Objectives:

- To make an overview on over all Training & Development process of Sonali Bank Limited.
- To evaluate the different methods of Training & Development of Sonali Bank Limited.
- To find out the problems of Training & Development of Sonali Bank Limited.
- To analyze the problems of Training & Development of Sonali Bank Limited.
- To make some recommendations on the basis of problems.

1.3 Methodology of Study:

The study is performed based on the information extracted from different sources collected by using a specific methodology. The questionnaire used in this study is comprised of two parts. In the first part the questionnaire required some personal information. However this portion was optional. In the second part of the questionnaire there were questions on perceptions of the respondents on training quality of the Sonali Bank Ltd. This report is analytical in nature. To prepare the report on training and development policy and procedure of Sonali Bank Limited the information has been collected from primary and secondary sources.

Primary source: Information has been collected

- Mainly through a survey on questionnaire.
- The company's training manual.

Secondary source: Information has been collected from-

- Various study reports.
- Relevant books, journal and printed materials.
- Website of the company.

1.4 Limitation of the Study

Nothing beyond limitation and I also had some limitations to prepare this thesis effectively. Following listed the major limitations that affected most:

- As an internee it was not possible for me to collect all the necessary secret information.had to complete this thesis within a very short span of time (three month) that was not sufficient for investigation.
- Besides this, it was very difficult to carry out the whole analysis on the basis of Training & Development.
- Non-availability of the most recent statistical data study.
- Since the Bank personnel are very busy with their activities, as a result they failed to co-operate with me to complete this report.

Chapter: 2 Organizational Overview

2.1 Profile of the Organization

SBL Profile

Name of the Company	:	Sonali Bank Limited
Chairman	:	Mr. Ziaul Hasan Siddiqui
CEO & Managing Director	:	Mr. Md. Ataur Rahman Prodhan
Company Secretary	:	Mr. Tauhidul Islam
Legal Status	:	Public Limited Company
Genesis	:	Emerged as Nationalised Commercial Bank in 1972, following the Bangladesh Bank (Nationalisation) Order No. 1972 (PO No.26 of 1972)
Date of Incorporation	:	03 June, 2007
Date of Vendor's Agreement	:	15 November, 2007
Registered Office	:	35-42, 44 Motijheel Commercial Area, Dhaka, Bangladesh
Authorised Capital	:	Taka 6000.00 Crore
Paid-up Capital	:	Taka 4530.00 Crore
Number of Employee	:	19,609
Number of Branches	:	1227
Phone-PABX	:	9550426-31, 33, 34, 9552924
FAX	:	88-02-9561410, 9552007
SWIFT	:	BSONBDDH
Website	:	www.sonalibank.com.bd
E-mail	:	itd@sonalibank.com.bd

About Gulshan New North Circle Branch

- Name of the Manager: Syed Nazirul Islam.
- Number of Employees: 25.
- Address of the branch: Sonali Bank Limited, Bilquis Tower, Gulshan-2,, Dhaka-1212.
- Way of Contact: Tel.- 88-02-9896010,8834093
- Mail- brgulshannnc@sonalibank.com.bd

2.2 History of Sonali Bank Limited:

Soon after independence of the country Sonali Bank emerged as the largest and leading Nationalized Commercial Bank by proclamation of the Banks' Nationalization Order 1972 (Presidential Order-26) liquidating the then National Bank of Pakistan, Premier Bank and Bank of Bhawalpur. As a fully state owned institution, the bank had been discharging its nation-building responsibilities by undertaking government entrusted different socio-economic schemes as well as money market activities of its own volition, covering all spheres of the economy.

The bank has been converted to a Public Limited Company with 100% ownership of the government and started functioning as Sonali Bank Limited from November 15 2007 taking over all assets, liabilities and business of Sonali Bank. After corporatization, the management of the bank has been given required autonomy to make the bank competitive & to run its business effectively.

Sonali Bank Limited is governed by a Board of Directors consisting of 11(Eleven) members. The Bank is headed by the Chief Executive Officer & Managing Director, who is a well-known Banker and a reputed professional. The corporate head quarter of the bank is located at Motijheel, Dhaka, Bangladesh, and the main commercial center of the capital.

2.3 Vision

Socially committed leading banking institution with global presence.

2.4 Mission

Dedicated to extend a whole range of quality products that support divergent needs of people aiming at enriching their lives, creating value for the stakeholders and contributing towards socio-economic development of the country.

2.5 Slogan

Your trusted partner in innovating banking.

2.6 Sonali Bank at a glance

Soon after independence of the country Sonali Bank emerged as the largest and leading Nationalized Commercial Bank by proclamation of the Banks' Nationalization Order 1972 (Presidential Order-26) liquidating the then National Bank of Pakistan, Premier Bank and Bank of Bhawalpur. As a fully state owned institution, the bank had been discharging its nation-building responsibilities by undertaking government entrusted different socio-economic schemes as well as money market activities of its own volition, covering all spheres of the economy.

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Sonali Bank Limited is governed by a Board of Directors consisting of 11 (Eleven) members. The Bank is headed by the CEO & Managing Director, who is a well-known Banker and a reputed professional. The corporate head quarter of the bank is located at Motijheel, Dhaka, Bangladesh, the main commercial center of the capital.

2.7 Some notable features of the Bank are as follows:

Branches & Subsidiaries:

1	Total No of Branches		1227	
	a.	No of Foreign branches	2	
	b.	No of Local branches	1225	
		i)	No of Rural Branches	725
		ii)	No of Urban Branches	500
2	No of Regional Offices		16	
3	No of Principal Offices		46	
4	No of G.M. Offices		11	

Subsidiaries:

1. Sonali Exchange Company Incorporated (SECI) having 10 (Ten) branches in USA.
2. Sonali Investment Limited (Merchant Banking) having 4 (Four) branches at Motijheel, Paltan, Uttara, Mirpur in Dhaka and 1 (One) branch in Khulna, Bangladesh.

Associates:

1. Sonali Bank (UK) Limited having 2 (Two) branches in UK.

2. Sonali Polaris FT Limited

Representative Offices

:3 : 1(One) in Jeddah, KSA; 1 (One) in Riyadh, KSA and 1 (One) in Kuwait.

SBL is one of the largest public banks in Bangladesh. Recently it is going to introduce shares. It operates through One Head Office, 30 Main Divisional Offices, 6 General Manager's Office, 42 Principal Offices, 19 Regional Offices and 198 fully computerized branches, ensuring best possible and fastest services to its valud clients and efficient management.

2.8 Functional Structure

Sonali Bank Limited is the largest commercial bank of Bangladesh. It has 1187 branches throughout the country. It has also overseas branches. The Head Office of the bank is located at the Motijheel Commercial Area, Dhaka. The Divisions are headed by the DGMs and the departments are by AGMs. There are also many sections under every department in the Head Office. A DGM is the chief of the Principal Office and an AGM usually runs a regional office. Principal Offices are the local points of the bank's administrative zone in the districts. The regional offices are under control and supervision of principal offices. The offices are situated at Thana level within the districts. The corporate are nearly equivalent to the GM office and usually headed by the DGMS. They provide all the banking services such as general banking, loans & advances etc.

2.9 Products & Services of Sonali Bank Limited

The Core Business are:

- Corporate Banking
- Project Finance
- SME Finance
- Remittance
- Lease Finance
- Consumer Credit
- Trade Finance
- Loan Syndication
- Foreign Exchange Dealing
- International Trade
- NGO-Linkage Loan
- Consumer Credit
- Investment
- Government Treasury Function
- Money Market Operation

- Rural and Micro credit
- Capital Market Operation
- Special Small Loan

Other Business/Services:

- Government Treasury Bonds
- Locker Service
- A.T.M. Card
- Utility Bills Collection
- Ancillary Services
- Merchant Banking

Micro Credit has now been accepted and recognized as an effective tool for poverty alleviation, self employment and rural socio-economic development. In commitment to reduce poverty in urban and semi-urban and rural areas, Sonali Bank Limited has started micro credit function through a fully fledged Micro credit division in its Head Office from 2003. As such the Bank has been striving its best to provide speedy and active support to this sector.

Chapter 3: Theoretical Framework

3.1 Definition of Training:

Training is the way toward building up person's information, aptitudes and capacities so as to acquire a change frame of mind in order to improve present and future association execution. Training shows aptitudes for use in the present and not so distant future. It is 'Assignment' situated. Where T=training, A=Attitude, S=Skill, K=information. At the point when a worker can get an ideal change disposition about a specific subject by getting information and ability through training one can undoubtedly say that the representative gets prepared. In this manner training is a constant procedure of helping workers performs at a significant level and it is a deep rooted procedure for self-improvement.

❖ Concept about training:

The main concepts of training are. Knowledge and Action Training and Learning:

Two points of view –

- Andragogy, means Adult learning and it is Self learning.
- Pedagogy, means child learning and it is spoon feeding.

❖ Learning and Action:

The participant and his organization.

- Responsibility for training
- Action through training and Action through force.
- The aim of training and Action should be to inspire action rather than to fill with knowledge.

3.2 Definition of Development:

Development is a way of training someone for the new and greater challenges he or she will encounter in another more demanding job. Again development focuses on the future. It helps employees acquire the background and skills they need to continue being successful as their careers progress. Development is more educational than skill oriented. All development is really self-development and it is a continuing progress. Without a personal commitment, self-development cannot occur.

3.3 Difference of Training and Development:

Training contrasts from improvement in that it depends all the more intensely upon the teacher; advancement then again depends upon the member's drive posing inquiries to bring out significant focuses and their importance. Again training as equipped to improving workers' abilities so they can play out their activity just as conceivable, improvement centers around what's to come. Improvement assists representatives with obtaining the back ground and abilities they have to keep being fruitful as their professions progress. It is more instructive than aptitudes situated. Advancement is in certainty self-improvement.

Training is concerned with the immediate improvement of specific skill of the employee, that is the ways to make the employee more effective in his current role

whereas development is a process to make the employee efficient enough to handle critical situations in the future, that is how well he can equip himself for the future demands. The basic difference is, training focuses on the current job skill (Short term process) whereby the development focuses on the future job skill and efficiency (Long term process).

3.4 Learning:

Learning has been described as a relatively permanent change in behavior that occurs as a result of practice or experience. It may be simply a sustain (unlearning a bad habit) or it may be a modification (adjusting new knowledge to old). What is learning is gradually change. The learning behavior differs from one another that is selective.

There are some principles of learning can be found which are:

- Learning is individual
- Motivation is the key
- Relevance of learning experience should be clear to the learner
- “Feedback” to learner is important.

3.5 Employee Orientation:

New employee orientation is the process that is used for welcoming a new employee into an organization. New employee orientation, often spearheaded by a meeting with the Human Resources department, generally contains information about safety, the work environment, the new job description, benefits and eligibility, company culture, company history, the organization chart and anything else relevant to working in the new company.

3.6 Employee Socialization:

Organizational socialization is the process through which organizational culture is perpetuated; by which newcomers learn the appropriate roles and behaviors to become effective and participating members.

3.7 Traditional and Modern Approaches of Training and Development:

- Traditional Approach – In the past, most of the organizations never used to believe in training. They were holding the traditional view that managers are born and not made. There were also some views that training is a very costly program and it doesn't bring any benefit which is worthless. Organizations used to believe more in executives pinching. But now the scenario seems to be changing.
- The Modern approach- The modern approach of training and development is that Bangladeshi Organizations have realized the importance of corporate training.

Training is now considered as more of retention tool than a cost. The training system has been changed to create a smarter workforce and yield the best results

3.8 Role of Training

- Development of skills of employees – 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.
- Optimum Utilization of Human Resources – 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.
- Development of Human Resources – Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.
- Productivity – Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.
- Team spirit – Training and Development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees
- Organization Culture – Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.
- Organization Climate – Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.
- Obsolescence Prevention- “Training and development programmers foster the initiative and creativity of employees and help to prevent manpower obsolescence, which may be due to age, temperament or motivation, or the inability of a person to adapt him to technological changes
- Quality – Training and Development helps in improving upon the quality of work and work-life.
- Healthy work-environment – Training and Development helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal.

Other Roles

- For an employers' organization to raise awareness among employers of the need for increased investment in the development of human capital as an essential condition for achieving competitiveness.
- In the training of personnel or human resource managers, given the fact that their role still tends to be downgraded relative to other management functions such as finance, marketing and production. This role could also be undertaken through training support given to professional bodies like an institute of personnel management.
- An employers' organization should be able to influence the provision of training incentives to be offered to employers, through the tax system or training levies. Numerous examples in countries abound which can provide useful ideas to employers' organizations.
- An employers' organization could develop training material to be used by enterprises for in-house training

3.9 Inputs of Training and Development

Any training and development program must contain inputs, which enable the participants to gain skills, learn theoretical concepts and help acquire vision to look into distant future. In addition to these there is a need to impart ethical orientation, emphasis on attitudinal changes and stress upon decision making and problem solving capabilities.

Skills-

Training is imparting skills to employees. A worker needs skills to use machine and other equipment with least damage or scrap; this is basic without which a worker is not able to work on machines. Same way employees like supervisors, executives needs interpersonal skills, popularly known as people skills. Interpersonal skills are necessary to understand oneself and others too and act accordingly.

Education-

The purpose of education is to teach theoretical concept and to develop a sense of reasoning and judgment. HR specialists understand the importance of education in any training and development program. Many times organizations encourage employees to do course on a part time basis.

Development-

Another component of a training and development, which is less skill oriented but stressed on knowledge. Knowledge about business environment, management principles and techniques, human relations, specific industry analysis and the like is useful for better management of the company.

Ethics-

There is a need for imparting ethical orientation to a training and development program. There is on denial of the fact that ethics are largely ignored in business. Unethical practices abound in marketing, finance and production function in an organization. This does not mean that the HR manager is absolved of the responsibility. If the production, finance or marketing personnel indulge in unethical practices the fault rests on the HR manager. It is his/her duty to enlighten all the employees in the organization about the need for the ethical behavior.

3.10 Steps of Training and Development process:

There are five steps in Training and Development process.



Figure Steps of Training and Development

Needs Analysis-

Needs analysis is the first step of the training process. 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.

3.11 Evaluation of training programs

Various methods can be used to collect data on the outcomes of training. Some of these are:

a. Questionnaires

Comprehensive questionnaires could be used to obtain opinions, reactions, and views of trainees.

b. Tests

Standard tests could be used to find out whether trainees have learnt anything during and after the training.

c. Interviews

Interviews could be conducted to find the usefulness of training offered to operatives.

d. Studies

Comprehensive studies could be carried out eliciting the opinions and judgments of trainers, superiors and peer groups about the training.

e. Human resource Factors

Training can also be evaluated on the basis of employee satisfaction, which in turn can be examined on the basis of decrease in employee turnover, absenteeism, accidents, grievances, discharges, dismissals, etc.

f. Cost benefit analysis

The costs of training (cost of hiring trainers, tools to learn, training centre, wastage, production stoppage, opportunity cost of trainers and trainees) could be compared with its value (in terms of reduced learning time, improved learning, superior performance) in order to evaluate a training program.

g. Feedback

After the evaluation, the situation should be examined to identify the probable causes for gaps in performance. The training evaluation information (about costs, time spent, outcomes, etc.) should be provided to the instructors, trainees and other parties concerned for control, correction and improvement of trainees' activities. The training evaluator should follow it up sincerely so as to ensure effective implementation of the feedback report at every stage.

3.12 Training Methods:

The most popular training methods used by organization can be classified as either on-the-job or off-the-job training.

On-the job training

The most widely methods of training take place on the job. This can be attributed to the simplicity of such methods and the impression 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. For jobs that either are on the job training makes sense.

One of the drawbacks to on the job training can be low productivity while the employees develop their skills. Another drawback can be the errors made by the trainees while they learn. However, when and personnel are limited or costly, and where it is desirable for the workers to learn the job under normal working conditions, the benefits of on the job training frequently offset its drawbacks. Apprenticeship Programs. People seeking to enter skilled trades to become, for example. Plumbers, electricians, or ironworkers are often required to undergo apprenticeship training before they are accepted to journeyman status typically, this apprenticeship period is from two to five years .For instance, a cosmetician's apprenticeship is two years, a bricklayer's is three years, machinists and printers spend four years, and a patternmaker requires five years. During the apprenticeship period, the trainee is paid less than a fully qualified worker.

Apprenticeship programs put the trainee under the guidance of a master worker. The argument for apprenticeship programs is that the required job knowledge and skills are so complex as to rule out anything less than a long time period where the trainee understudies a skilled master journeyman.

Job Instruction Training. During World War II, a systematic approach to on-the –job training was developed to prepare supervisors to train operatives. This approach, called job instruction training (JIT) was part of the Training within Industry programs. JIT proved highly effective and became extremely popular. JIT consists of four basic steps: (1) preparing the trainees by telling them about the job and overcoming their uncertainties; (2) presenting the instruction, giving essential information in a clear manner; (3) having the trainees try out the job to demonstrate their understanding; understanding; and (4) placing the workers into the job, on their own, with a designated resource person to call upon should they need assistance. The sequence of these activities is shown in figure 10-3.

A revival of JIT achieved impressive result. When twenty supervisors who had received training for twenty –five hours over ten weeks in turn retrained their subordinates, all but three supervisors were able to show tangible result of job training in their areas. Productivity was significantly improved, and rejects were cut by approximately yow-thirds.

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, two-way mirrors, and all the frills.

Off – the job training is given outside the actual work place.

Lectures/Conferences: – This approach is well adapted to convey specific information, rules, procedures or methods. This method is useful, where the information is to be shared among a large number of trainees. The cost per trainee is low in this method.

Films: – can provide information & explicitly demonstrate skills that are not easily presented by other techniques. Motion pictures are often used in conjunction with Conference, discussions to clarify & amplify those points that the film emphasized.

Simulation Exercise: – Any training activity that explicitly places the trainee in an artificial environment that closely mirrors actual working conditions can be considered a Simulation. Simulation activities include case experiences, experiential exercises, vestibule training, management games & role-play.

Cases: – present an in depth description of a particular problem an employee might encounter on the job. The employee attempts to find and analyze the problem, evaluate alternative courses of action & decide what course of action would be most satisfactory.

Experiential Exercises: – are usually short, structured learning experiences where individuals learn by doing. For instance, rather than talking about inter-personal conflicts & how to deal with them, an experiential exercise could be used to create a conflict situation where employees have to experience a conflict personally & work out its solutions.

Vestibule Training: – Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor. While expensive, Vestibule training allows employees to get a full feel for doing task without real world pressures. Additionally, it minimizes the problem of transferring learning to the job.

Role Play: – It's just like acting out a given role as in a stage play. In this method of training, the trainees are required to enact defined roles on the basis of oral or written description of a particular situation.

Management Games: – The game is devised on a model of a business situation. The trainees are divided into groups who represent the management of competing companies. They make decisions just like these are made in real-life situations. Decisions made by the groups are evaluated & the likely implications of the decisions are fed back to the groups. The game goes on in several rounds to take the time dimension into account.

In-Basket Exercise: -Also known as In-tray method of training. The trainees is presented with a pack of papers & files in a tray containing administrative problems & is asked to take

decisions on these problems & are asked to take decisions on these within a stipulated time. The decisions taken by the trainees are compared with one another. The trainees are provided feedback on their performance.

Self-development techniques:

Improvement strategies incorporate occupation pivot, sending individuals to proficient workshops or classes, supporting participations in proficient affiliations, paying for a worker's conventional instruction pressures, and giving an individual a Sabbatical (Leave of nonattendance) to seek after further training or take part in network administration. Advancement endeavors ought to never end; for sure, they can be a piece of a day by day schedule. By perusing proficient Journals business productions normally and by cooperating with specialists at proficient gatherings, representatives can help stay up with the latest. Once more, meeting extreme difficulties urges an individual to extend their capacities. Representatives can't rely upon their workers for self-advancement openings. For self advancement in banking Job a representative must have a proactive and inspirational disposition. Every one of the representatives of the bank must be careful about their self-advancement. Proficient advancement just as expert belongingness finished relies upon workers' self-improvement duty. In the event that the workers are self-roused for their vocation working there is no other option without being expertly.

3.13 Reasons for Training

Typical Reasons for Employee Training and Development

Training and development can be initiated for a variety of reasons for an employee or group of employees, e.g:

- When a performance appraisal indicates performance improvement is needed
- To “benchmark” the status of improvement so far in a performance improvement effort
- As part of an overall professional development program
- As part of succession planning to help an employee be eligible for a planned change in role in the organization
- To “pilot”, or test, the operation of a new performance management system
- To train about a specific topic

3.14 Typical Topics of Employee Training

1. Communications: The increasing diversity of today’s workforce brings a wide variety of languages and customs.

2. Computer skills: Computer skills are becoming a necessity for conducting administrative and office tasks.
3. Customer service: Increased competition in today's global marketplace makes it critical that employees understand and meet the needs of customers.
4. Diversity: Diversity training usually includes explanation about how people have different perspectives and views, and includes techniques to value diversity
5. Ethics: Today's society has increasing expectations about corporate social responsibility. Also, today's diverse workforce brings a wide variety of values and morals to the workplace.
6. Human relations: The increased stresses of today's workplace can include misunderstandings and conflict. Training can help people to get along in the workplace.
7. Quality initiatives: Initiatives such as Total Quality Management, Quality Circles, benchmarking, etc., require basic training about quality concepts, guidelines and standards for quality, etc.
8. Safety: Safety training is critical where working with heavy equipment, hazardous chemicals, repetitive activities, etc., but can also be useful with practical advice for avoiding assaults, etc.
9. Sexual harassment: Sexual harassment training usually includes careful description of the organization's policies about sexual harassment, especially about what are inappropriate behaviors.

3.15 General Benefits from Employee Training and Development

There are numerous sources of online information about training and development. Several of these sites (they're listed later on in this library) suggest reasons for supervisors to conduct training among employees. These reasons include:

- Increased job satisfaction and morale among employees
- Increased employee motivation
- Increased efficiencies in processes, resulting in financial gain
- Increased capacity to adopt new technologies and methods
- Increased innovation in strategies and products
- Reduced employee turnover
- Enhanced company image, e.g., conducting ethics training (not a good reason for ethics training!)
- Risk management, e.g., training about sexual harassment, diversity training

Chapter: 4 Analysis of the Study

4.1 Training and Development in SBL

Human resource is the most valuable asset of an organization. Through training this human resource can be turned into a desired workforce to cope with any changes in the organization. In order to perform their job effectively the employees require updating their knowledge, skills and attitude and being conversant with contemporary development.

After recruiting a potential candidate, the HRD's first job is to orient the new entrant about the organization and providing him/her with all the necessary knowledge about their duties and responsibilities. This has been done to ensure providing effective input about the organization to the employees and to enhance the level of performance. The training program also includes courses to ensure employee retention. In Sonali Bank Ltd. spending in training programs for employees is not an expense, but an investment. Each and every permanent employee must have 30 days of training.

4.2 Stages of training procedure of SBL

Some certain stages are followed before and after training. Stages can be defined in following format:

(i) Stage 1-Analyzing employees

In this stage the bank evaluates employee based on their accomplishment and skill. The Bank evaluates employee skill based on their performance, background, job related experience and educational achievement mainly. After assessing employees if the organization finds that employees are skilled enough and they can do their job efficiently than the bank. let them move to do their job. If they finds that employees are not skilled enough than management continue to the next stage.

(ii) Stage 2-Training needs assessment

After evaluating employees skill deficiency the Bank identifies the area in which the employees are not skilled. Need assessment is done by examining employee's performance and career background.

Normally peoples of this organization face problems in using IT software, managing assets and accounts related books. So based on their performance and organizational position the skill criteria are identified and after assessing their skill deficiency management move on to the next stage.

(iii) Stage 3-Providing Training

After assessing the training criteria the Bank divides employees (selected for training) in two groups. (1) The employees who have theoretical knowledge about the training criteria; only

practice is arranged for them. (2) Employees who does not have theoretical knowledge: Employees who do not have theoretical knowledge; formal training is arranged for them

(iv) Stage 4-Evaluation of performance

After providing training employees move to their job. Then management evaluates their performance. If management finds employee performance is satisfactory then training procedure comes to an end and he or she can continue with their job. If management finds some deficiency in employee's performance then the employee goes through the training procedure again.

4.3 Steps in Training and Development Process

4.3.1 Training needs assessment:

In this step of Training Needs Assessment, individual employees and line supervisors have essential and inexcusable role playing. SONALI Bank recognizes that employees are an integral part of organization and that they themselves have the potential to judge what kind of training will improve their performance at work. Therefore, they have the privilege to analyze their own abilities in line with their job responsibilities and can discuss these with their line supervisors.

On the contrary, it is one of the key responsibilities of the supervisors to keep their subordinates performance on constant check. They have to support their employees' learning and development by scrutinizing and finding out the training needs. This is done in discussion with the employees. The supervisors have to gives priorities according to importance and availability of resources and then in prepare Annual Training Plan and External Training Recommendation which are forwarded to the Human Resource Department, upon completion.

4.3.2 Training Administration:

Administration of Training and Development is mainly done by the Human Resources Department. After receiving Annual Training Plan and External Training Recommendation from the line supervisors, it the responsibility of the HR Department to assess whether there is an actual necessity of the training which will be viable for the improved performance of the employees to achieve organizational objectives. Once this is done, HR searches through a number of resources and channels to find out about the related training availability and the associated costs with it. An approval from the Managing Director is then required prior to registering an employee with a training program. Employees and supervisors are also informed about the training details before registration. Hereafter, registration of the training program is done with proper documentation and the employees are able to attend the training. Finally, a record of training programs attended by each employee is maintained.

4.3.3 Training Evaluation:

Employees and line supervisors again have a major role playing in this segment of Training and Development of SONALI Bank. It is believed that active co-operation of all the parties will generate an accurate final output. Training Evaluation consists of four segments including Reaction, Learning, Transfer of learning and improvement in organizational work, and finally a cost-benefit analysis of the training program.

Employees who attend the training programs are expected to apply the newly learnt skills and knowledge at work and evaluate how it has helped to perform a task compared to the ability the incumbent possessed preceding training. They have to identify the differences and report their findings along with other views and suggestions to their line supervisors. This information flow can also include important notes on the first three segments of Training Evaluation, i.e. Reaction, Learning and Transfer of learning and improvement in organizational work.

Line supervisors, on the other hand, have to carry out multiple tasks. First and foremost, they have to prepare questionnaires and conduct survey of the trainees about their reaction towards the training program. This will then be followed by an interview of the trainees regarding what they have learned from the program. Information are all accumulated and kept for future references and comparison with previous performances of the employees. Problems identified in the training programs are recorded in order to be addressed to in future. In the mean time, supervisors have to perform activities for the third segment of Training Evaluation. They have to create work samples or allow and observe employees transfer their knowledge at work and at the same time evaluate how it improves the jobs. Occasional discussions are carried out to identify problems.

Finally, supervisors prepare a report consisting of records of all the evaluation of trainees and send it to the HR Department.

HR Department, after receiving the reports from the line supervisors, makes a thorough analysis and determines whether the training programs are actually effective. This is then finally followed by the fourth segment of Training Evaluation, i.e. Cost-Benefit Analysis. This is done by determining the Return on Investment of the Training Program and compare it with the cost of training.

4.4 Training methods followed by Sonali Bank Ltd.:

The training program includes the following things:-

Orientation Training: Orientation program consist a five days' workshop which includes brief ideas about the whole organization and it's Human Resource Division in the first two days; Anti-money laundering, Negotiable Act and Financial article are discussion topics of last three days. Sometimes seven days training are provided to the contractual employees with their respective department.

In-house training: This training is conducted by their own trainer when it is necessary for the new or existing employees. Here the trainers are paid five

Hundred taka in weekdays and seven hundred taka in weekend. This training includes both job specific and need base training. Orientation training is also a part of in-house training.

Job specific training: "Mock Branch" training is an example of job specific training which is applicable for all branch employees. This training improves employee's knowledge, service quality, and risk and compliance issues about specific job.

Need based local/foreign training: These trainings are conducted by hiring external trainers or sending the employee in the external training houses by seeing advertisements of training offers in newspapers or via email. As these are expensive trainings so every single employee cannot participate. Nominations are given from each department and then approval is taken from division head and only the nominated employees take part

Peer or Supervisor's coaching: This training is conducted under the direction of supervisors or fellow colleagues.

E-learning: Online training and evaluation. It is a mandatory part of training.

Apprenticeship Training:

Apprenticeship training is frequently used to train personnel in skilled trades such as electricians, mechanics. This type of training period generally lasts from 6-4 years. During the training the trainee or worker under the guidance of a skilled licensed worker, but receives lower wages than the licensed worker.

Classroom Training:

Classroom training is conducted off the job and is probably the most familiar training method. This training is an effective means of imparting information quickly or large groups with limited, or no knowledge of the subject being presented. This training is more frequently used for technical, professional and managerial employee.

Demonstrations and Simulation:

Demonstration and simulation are the important training methods of SONALI Bank. Demonstration may be carried out on the job or in a classroom. A demonstration in which the instructor actually shows the trainees how to do something has wide application.

A simulator is any kind of equipment of technique that duplicates as nearly as possible the actual condition encountered on the job. On the job training, Vestibule training and

Apprenticeship training are usually for the non-supervisory training. Class room training and Demonstrations & Simulation are for the supervisory training.

4.5 Management Development of Sonali Bank Ltd

On the Job Development:

- Coaching.
- Under Study.
- Committee Assignment.
- Job Rotation.

Off the Job Development:

- Sensitivity Training.
- Transactional Analysis.
- Training within the company.
- Training outside the company.
- Lecture Courses.
- Simulation Exercise.

Workers Development:

- Coaching.
- Under Study.
- Committee Assignment.
- Group Assignment

4.6 Area covered under the Training and Development in SONALI Bank:

• Orientation Course on Banking:

General Banking, Structure/organ gram of SONALI Bank Ltd, Ethics in Banking Business, General Discipline, Etiquettes, Manners, Communication, Bookkeeping, Accounting.

• Refreshers:

General Banking, Foreign Exchange, Credit, Ethics, Money Laundering, SME.

• Basic Course:

Meaning, Definition, Importance of accounting, Single entry, double entry, Golden rules of accounting, Financial and ratio analysis.

- **Financing of Foreign Trade:**

International trade, concept of Letter of credit, Kinds of Letter of credit, Foreign Exchange and Remittance.

- **Documents:**

Familiarize the trainee with various types of loan, Charge documents, Mortgage, Signing, Witness, Registration, Valuation, Certificate, legal opinion, Preservation.

- **Workshop on Anti money laundering:**

To combat money laundering activities, Anti money laundering Act-2009 etc.

- **Credit Management and Project Appraisal:**

Credit Appraisal, Credit worthiness, 5C (Character, Capital, Capacity, Capability, Collateral, Human Capacity etc).

4.7 Rationale behind the Focuses on Training and Development in Sonali Bank Ltd:

SONALI Bank always tries to focus on training and Development in order to-

- Creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organization.
- Enhancing the company's ability to adopt and use advance technology
- Building a more efficient, effective and highly motivated team, which enhances the company's competitive position and improves employee morale.
- Ensuring adequate human resources for expansion into new programs.

A well-conceived training program can help a firm to succeed. SONALI Bank tries to make a program, which is structured with the company's strategy and objectives and has a high probability of improving productivity and other goals that are set in the training mission.

Formulating a training strategy requires addressing a series of questions which is identified by them-

- Who are the customers?

- Who are the competitors? How do they serve the market? What competitive advantages does Sonali Bank enjoy? What parts of the market have Sonali Bank ignored?
- What strengths does the company have? What weaknesses exist?
- What social changes are emerging that will affect the firm?
- How to face the threats?

By identifying the answers of this questions SONALI Bank develop a training program for their employees (Executives, Operatives and Fresher) in order to get the desired output that make them more adroit in the banking sector at the same time help to reach their desired goal.

4.8 Techniques of Evaluation:

For evaluating the effectiveness of training program the performance based evaluation measure are used by SONALI Bank like:

- **Pre-post training performance method:** Here the main concern is how an employee performs his/her duties before and after the training. That is, before joining the training program the performances of the employees are measured and after getting the training the performance are also measured and compare it with the previous one. This method is the most used method for evaluating the effectiveness of the training method.

But the Sonali Bank does not always follow this method. This method mostly used in Sonali Bank for the executives but not for the operatives and fresher. This method is very much useful for both the executives and operatives/fresher.

- **Post training performance method:** In this method the performances of the trainee are identified by Sonali Bank after conducting the training program. The main concerning areas are- how the employees perform their duties, does the training enhances their efficiencies in their respective work field and their behavior, way of conducting the task. This method is not always used by Sonali Bank Ltd because of the reluctance in measuring the performance.

The methods of training evaluation of Sonali Bank Ltd are:

- **Observation:** After completing the training program the evaluator of Sonali Bank Ltd make the evaluation by observing the trainee's activities in the workplace. Here the direct observation is conducted. Most of the time this observation is done for the Executives trainees.
- **Test:** In Sonali Bank Ltd mostly used technique of evaluation is taking the test. Here a paper is given to the trainee whereby the question is affixed with the paper. The

trainee is asked to answer the question within the same paper, which is taught in the training program.

- **Reaction:** This technique is used for identifying the effectiveness of the training program after conducting the training program. Here a question paper is given to the trainee and asked to give their comment regarding the overall training program.
- **Costs and result analysis:** Here the costs of the training program and the results are identified. The results are compared with the cost because training is one types of investment and if this investment doesn't able to bring the desired result then it will be considered as loss.

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4.9 Difference between Academic Learning and in Practice of Training and Development:

There is a gap between the academic learning and the practice of training and development in Sonali Bank. The theoretical knowledge when applied in the practical field, the dissimilarities found between the two different aspects. These dissimilarities are identified here:

a. Identification and analysis of training needs:

- In the academic learning, there are certain rules and regulation, method or analysis exists; those are needed to identify the employees, who need to be trained.
- But in Sonali Bank Ltd, most of the time they select the employees without making the assessment. That often creates some problems by avoiding the employees who need to be trained.

b. Training method:

- For the implementation of the training program there are varieties of traditional method and also technical techniques are available in the theoretical or academic. Learning. Where by the technical techniques are most appreciable for making the training more effective.
- Sonali Bank often follows the traditional method rather than the technical one. But if they use the CD-ROM and interactive media, Distance learning, Web-based instruction, Intelligent tutorial system, Virtual reality training then they will be more self sufficient with their skill workforce. Though these techniques are costly to develop but provide cost savings in terms of time to complete the course.

c. Obligatory training program:

- In academic learning there are certain obligatory training program suggested to use specially for the operative and fresher.

- But in Sonali Bank Ltd, the obligatory training programs are not used for the trainee. Which may create the employees less effective in certain work field.

d. Principles of training program:

- In academic learning certain principles of training are found. These principles are identified through the researches that are needed to enhance the skill and to change the attitude of the employees.
- But in the practice, these principles are not broadly practiced in developing or implementing the training plan in Sonali Bank Ltd

e. Evaluating the effectiveness of training program:

- For evaluating the effectiveness of training program, Duecento and Robbins suggested to use performance based evaluation measure, which consists of Post-training performance method, Pre-post-training performance method, and Post-training performance with control group method.
- In Sonali Bank, Post-training performance method and Pre-post-training performance method are used, but do not use on a regular basis. This method is very much helpful for measuring the effectiveness of the training program.

4.10 Management Development Program (MDP) of Sonali Bank Ltd:

In most of the company's 37% of the training budgets go to Management Development and learning program. But in Sonali Bank Ltd the budget is not sufficient compared to other company. Though the existing development programs are satisfactory but if they invest more in this regard, they will be more financially solvent to make effective executives. Because the MDP often need to:

- To develop efficiency
- Remove managerial obsolescence
- Overcome technological obsolescence
- Conservation of resources
- Gain competitive advantage
- Make effective decision making
- Reserve Human Resources

The MDP is any attempt to improve current or future management performance by imparting knowledge, changing attitude or increasing skill. So, to keep pace with the changing environment there is no option for Sonali Bank other than MDP. So, they need to make proper concentration on it.

Chapter: 5 Findings

5.1 Findings

Being an employee of SBL as well as a student of EMBA of Sonargaon University my analysis about training & development program is that the all employees should go under the training and development process for personal & professional growth. As, SBL believes to achieve sustainable business performance, growth and operation excellence to the highest level of ethical standards & professionalism. The major findings in the Training and Development of Employees of Sonali Bank Limited that are justified in my view are:

- Training and Development has a crucial impact on the performance of employees with regards to their job, because its developed employee skill, knowledge, intellectuality and employee's commitment.
- It might be mandatory to obviously plan and found different training and development program.
- Every employee wants to see his or her place in good condition. But the good condition of his or her largely depends on his or her better performance.
- SBL suggested that the training and development practices should be made to give equal opportunity to all staffs.
- The authority of Sonali bank ltd. can provide to their employees training through on the job or off the job.
- SBL training have an impact on the performance of employees with regards to their jobs.
- SBL result is broadly consistent with prior management literature on training.
- SBL gain more specific knowledge of training from the sample companies; different questions are presented to the respondents and thus examined.
- SBL questions are focusing on employee participation in training, selection for training, methods of training and relevance of training to the work of the respondents.
- The aspects which are emphasized during training sessions in banks include: updates on developments in banking sector, banking theory and product knowledge.
- Training provides immense benefits to the trainees like it improves inter-personal relation between the employees, creates positive attitude, increase the level of motivation besides upgrading the knowledge of the employees continuously.

However, out of all these it has few demerits that need to be figure out as soon as possible. The resources SBL use during the training period are old and obsolete. As SBL maintain a similar and constant process of training, it hampers the satisfaction of the employees and as a result, they are not motivated to have the training session. The SBL cannot practice proper HRM guideline. The HRM have some objectives but the SBL cannot follow all those objectives.

Chapter: 6 Recommendations and concussion

6.1 Recommendations

As a participant, I have found the output of training programs in SBL satisfying .Because, through training programs participants get benefited by improving attitudes, performances, skills & knowledge related to job post. There are six training institute of SBL in different districts' of Bangladesh. However, being an employee of SBL, I have observed there are further scopes for improvement in training & development program besides benefits out training & development programs of SBL

- Training evaluation procedure must be clarified and specified.
- Organizations mission and vision has to be clarified to all employees in regard to be clarified of training goals.
- Training methods should be friendly and flexible depending on individual
- Employees should be clearly stated the training goals.
- Sonali Bank Ltd. should formulate tools to measure the trainer's abilities.
- Training methods should be encouraged to be two-way communications.
- Training institution should be more decentralized.
- Employee ought to be given more rewards, based on their performance.
- Training tools that are modernized and updated should be used.
- Training evaluation should be more specific and measurable.
- The bank may use the intern student in study work to measure the training and development, customer satisfaction, product and service demand and current market situation of their bank besides the daily work.
- Modern training methods such as online training, overseas training and digital training program should follow for employees training and giving importance of needs assessment before training programs.
- If the organizational effectiveness focus is on cost, banks should allocate a significant percentage of training budgets to needs assessment; possibly take the performance improvement philosophy of training.
- Staff Training Colleges (STCs) to have more qualified and talented staff so that the faculty are free from administrative and clerical duties and would allow them to do justice to the training program
- Regular and compulsory workshops and seminars on Yoga, Meditation and Relaxation techniques on a regular basis so as to relieve the employees from stress, depression and interpersonal problems
- STCs to conduct more training programs on risks like operational risks, credit risks, liquidity risks, foreign exchange risks, strategic risks and in the field of International Banking, External Trade and Foreign Currency Borrowings
- STC faculties to have substantial autonomy in designing training plans, training programs and their scheduling, changes to be implemented, training budget, program contents and level of training programs

- Employees training needs status has to be properly analyzed to avoid a mismatch and Proper post training utilization of the employees would ensure high returns in terms of performance

6.2 Conclusion

In this competitive market, Sonali Bank Ltd. has to struggle not only the other commercial banks but also the other public commercial bank. So Sonali Bank Ltd. has to convert to all of their training system and policy of traditional banking in to a modern system. If it invests more funds in training and development program than it will be a leading company. The modernization and digitalization might come them a very strong chance to lead the banking sector. It is obvious that the right thinking of this bank including establishing a successful network over the country and increasing resources will be able to play a considerable role in the portfolio of development. Success in the banking business largely depends on effective nursing of human resource into real resource not the member of just human.

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